

Cabinet Agenda



Date: Tuesday, 1 December 2020

Time: 4.00 pm

Venue: Virtual meeting via Zoom Cloud Meetings

Distribution:

Councillors: Mayor Marvin Rees, Nicola Beech, Craig Cheney, Asher Craig, Kye Dudd, Helen Godwin, Helen Holland, Anna Keen, Steve Pearce and Afzal Shah

Issued by: Corrina Haskins, Democratic Services

City Hall, College Green, Bristol BS1 5TR

E-mail: democratic.services@bristol.gov.uk

Date: Monday, 23 November 2020



Agenda

PART A - Standard items of business:

1. Welcome

2. Public Forum

Up to one hour is allowed for this item.

(Pages 6 - 8)

Any member of the public or Councillor may participate in Public Forum. Petitions, statements and questions received by the deadlines below will be taken at the start of the agenda item to which they relate to.

Petitions and statements (must be about matters on the agenda):

- Members of the public and members of the council, provided they give notice in writing or by e-mail (and include their name, address, and 'details of the wording of the petition, and, in the case of a statement, a copy of the submission) by no later than 12 noon on the working day before the meeting, may present a petition or submit a statement to the Cabinet.
- One statement per member of the public and one statement per member of council shall be admissible.
- A maximum of one minute shall be allowed to present each petition and statement.
- The deadline for receipt of petitions and statements for the 1 December Cabinet is 12 noon on Monday 30 November. These should be sent by e-mail to: democratic.services@bristol.gov.uk

Questions (must be about matters on the agenda):

- A question may be asked by a member of the public or a member of Council, provided they give notice in writing or by e-mail (and include their name and address) no later than 3 clear working days before the day of the meeting.
- Questions must identify the member of the Cabinet to whom they are put.
- A maximum of 2 written questions per person can be asked. At the meeting, a maximum of 2 supplementary questions may be asked. A supplementary question must arise directly out of the original question or reply.
- Replies to questions will be given verbally at the meeting. If a reply cannot be



given at the meeting (including due to lack of time) or if written confirmation of the verbal reply is requested by the questioner, a written reply will be provided within 10 working days of the meeting.

- The deadline for receipt of questions for the 1 December Cabinet is 5.00 pm on 25 November (or 5.00 pm on 26 November in relation to any items marked “to follow”. These should be sent by e-mail to: democratic.services@bristol.gov.uk

When submitting a question or statement please indicate whether you are planning to attend the meeting to present your statement or receive a verbal reply to your question.

3. Apologies for Absence

4. Declarations of Interest

To note any declarations of interest from the Mayor and Councillors. They are asked to indicate the relevant agenda item, the nature of the interest and in particular whether it is a **disclosable pecuniary interest**.

Any declarations of interest made at the meeting which is not on the register of interests should be notified to the Monitoring Officer for inclusion.

5. Matters referred to the Mayor for reconsideration by a scrutiny commission or by Full Council

(subject to a maximum of three items)

6. Reports from Scrutiny Commission

(Pages 9 - 57)

7. Chair's Business

To note any announcements from the Chair

PART B - Key Decisions

8. Year 7 East Central Sufficiency – 6th Form Proposal for Cabot Learning Federation (CLF)

(Pages 58 - 79)



-
9. **Disabled Children’s Home**
(Pages 80 - 125)
 10. **Corporate Parenting Strategy Refresh 2021-23**
(Pages 126 - 172)
 11. **Stabilisation of Redland Hill - Parapet Wall and Retaining Rock Face**
(Pages 173 - 176)
 12. **Procurement of Emergency Payment vouchers in respect of the Local Crisis and Prevention Fund (LCPF)**
(Pages 177 - 188)
 13. **City Leap Energy Partnership - procurement update and contract extension notification**
(Pages 189 - 192)
 14. **Council Tax Base 2021-22**
(Pages 193 - 204)
 15. **Collection Fund Surplus/Deficit 2020/21**
(Pages 205 - 218)
 16. **Budget Monitoring Outturn report P7**
Report To Follow
 17. **Avon Mutual Regional Community Bank**
(Pages 219 - 347)
 18. **Housing Revenue Asset Management Strategy 2021-2026**
(Pages 348 - 407)
 19. **APR15 - Redcliffe Bascule Bridge Refurbishment**
(Pages 408 - 414)
 20. **APR15 - Procurement of Energy Supply**
(Pages 415 - 417)
 21. **APR15 - Rough Sleepers Drug and Alcohol Treatment Grant**
(Pages 418 - 420)

PART C - Non-Key Decisions



22. Q2 Corporate Risk Management Report 2020/21

(Pages 421 - 452)



Public Information Sheet

Inspection of Papers - Local Government (Access to Information) Act 1985

You can find papers for all our meetings on our website at <https://www.bristol.gov.uk/council-meetings>

Covid-19: changes to how we hold public meetings

Following changes to government rules, we will use video conferencing to hold all public meetings, including Cabinet, Full Council, regulatory meetings (where planning and licensing decisions are made) and scrutiny.

Councillors will take decisions remotely and the meetings will be broadcast live on YouTube.

Members of the public who wish to present their public forum in person during the video conference must register their interest by giving at least two clear working days' notice to Democratic Services of the request. To take part in the meeting, you will be required to register for a Zoom account, so that Democratic Services is able to match your named Zoom account to your public forum submission, and send you the password protected link and the instructions required to join the Zoom meeting to make your statement or ask your supplementary question(s).

As part of our security arrangements, please note that we will not permit access to the meeting if your Zoom credentials do not match your public forum submission credentials. This is in the interests of helping to ensure a safe meeting environment for all attending or observing proceedings via a live broadcast.

Please note: Members of the public will only be invited into the meeting for the duration of their submission and then be removed to permit the next public forum participant to speak.

Changes to Public Forum

Members of the public may make a written statement, ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee Members and will be published on the Council's website before the meeting. Please send it to democratic.services@bristol.gov.uk. The following requirements apply:

- The statement is received no later than **12.00 noon on the working day before the meeting** and is about a matter which is the responsibility of the committee concerned.
- The question is received no later than **5pm three clear working days before the meeting**.
- Any statement submitted should be no longer than one side of A4 paper. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.
- **Your intention to attend the meeting must be received no later than two clear working days in advance. The meeting agenda will clearly state the relevant public forum deadlines.**

By participating in public forum business, we will assume that you have consented to your name and the details of your submission being recorded and circulated to the Committee, published on the website and within the minutes. Your statement or question will also be made available to the public via publication on the Council's website and may be provided upon request in response to Freedom of Information Act requests in the future.

We will try to remove personal and identifiable information. However, because of time constraints we cannot guarantee this, and you may therefore wish to consider if your statement contains information that you would prefer not to be in the public domain. Other committee papers may be placed on the council's website and information within them may be searchable on the internet.

During the meeting:

- Public Forum is normally one of the first items on the agenda, although statements and petitions that relate to specific items on the agenda may be taken just before the item concerned.
- There will be no debate on statements or petitions.
- Public Forum will be circulated to the Committee members prior to the meeting and published on the website.
- If you have arranged with Democratic Services to attend the meeting to present your statement or ask a question(s), you should log into Zoom and use the meeting link provided which will admit you to the waiting room.
- The Chair will call each submission in turn and you will be invited into the meeting. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- Your time allocation may have to be strictly limited if there are a lot of submissions. **This may be as short as one minute, and you may need to be muted if you exceed your allotted time.**
- If there are a large number of submissions on one matter, a representative may be requested to speak on the group's behalf.
- If you do not attend the meeting at which your public forum submission is being taken your statement will be noted by Members.

For further information about procedure rules please refer to our Constitution
<https://www.bristol.gov.uk/how-council-decisions-are-made/constitution>

The privacy notice for Democratic Services can be viewed at www.bristol.gov.uk/about-our-website/privacy-and-processing-notice-for-resource-services

Webcasting/ Recording of meetings

Members of the public attending meetings or taking part in Public forum are advised that all virtual public meetings including Full Council and Cabinet meetings are now broadcast live via the council's [webcasting pages](#). The whole of the meeting will be broadcast (except where there are confidential or exempt items).



Other formats and languages and assistance for those with hearing impairment

You can get committee papers in other formats (e.g. large print, audio tape, braille etc) or in community languages by contacting the Democratic Services Officer. Please give as much notice as possible. We cannot guarantee re-formatting or translation of papers before the date of a particular meeting.



Cabinet

1st December 2020



Report of: Scrutiny Working Groups - Final Reports

Report Titles:

- Growth and Regeneration Scrutiny Commission: Review of Strategy and Delivery of the Emergency Active Travel Fund
- People Scrutiny Commission: Safeguarding children and young people within the context of Covid-19 response and recovery planning
- Health Scrutiny Committee (Sub-Committee of the People Scrutiny Commission): Access to planned health care within the context of Covid-19 response and recovery planning

The appended 3 reports are for the Mayor and Executive Members information and consideration.





Growth and Regeneration Scrutiny Commission

Scrutiny Review of the Emergency Active Travel Fund; focussing on strategy and delivery and using the select committee model to gather views of members and external stakeholders.

Scrutiny Commission Members: Cllr Paula O'Rourke (Chair), Cllr Fabian Breckels (Vice Chair), Cllr Tom Brook, Cllr Mark Bradshaw, Cllr Tim Rippington, Cllr Carole Johnson, Cllr Mark Weston, Cllr Kevin Quartley, Cllr Martin Fodor and Cllr Mark Wright.

Earlier this year Central Government released Emergency Active Travel Funding (EATF) to local authorities to help mitigate the loss of capacity on public transport due to social distancing. The aim was to provide safe walking and cycling routes in a short space of time to enable people to move around more easily.

The Scrutiny Review focused on the overarching strategy applied by Bristol City Council's Strategic Transport Team and the approach taken to deliver the individual projects. The Commission held 3 sessions as follows:

- Session 1. Transport officers briefed the Commission on the Emergency Active Travel Funding (EATF) and focussed mainly on how Tranche 1 of the Funding had been managed.
- Session 2. This was an information gathering session between Scrutiny Commission members, external stakeholders and transport officers.
- Session 3. Member only session to evaluate the information previously provided by officers and feedback from the session with external stakeholders.

What Scrutiny Learnt

The Government funding is being released in two separate tranches.

Limitations of the fund: funds in Tranche 1 had to be spent within 4-6 weeks and mandated to be spent on 'pop-up' structures (no funding for planters, etc). Funds granted in Tranche 2 could be more permanent and had to be delivered before April 2021.

Size of the fund: Bristol City Council received just under £500,000 for Tranche 1. The figure for Tranche 2 has not yet been finalised but is expected by around three times as much as the first tranche of funding.

Strategy for the Fund

Unlike some other Core Cities, Bristol did not see immediate pop-ups. The strategy was to accelerate some plans already in place under Temporary Traffic Regulation Orders (TTRO) such as the pedestrianisation of the Old City and the closure of Bristol Bridge to general through-traffic and to give priority to pedestrians, cycling and public transport. There were very few options for putting in more cycle lanes in arterial roads as they are not wide enough. While there was a will to make changes around schools, the decision was to focus on shopping areas as that was the immediate need for social distancing measures to be put in place.

Pavement widening: focussing on local centres where there were narrow pavements and shops with people queuing. It was accepted that these measures would mostly be temporary.

Cycle lanes: the decision was to concentrate on the City Centre as it was felt that there were good cycle paths into the City. It was hoped that these would be more permanent as they would change peoples' attitudes to travel. Also, putting in more cycle lanes in the Centre had the added advantage of improving air quality and might lessen the need for a Clean Air Zone.

Buses: bus lanes must be preserved and routes improved, so removing bus lanes not considered as a long-term option.

Delivery of Tranche 1 Funding

Tranche 1 funding had to be used for immediate 'pop up' measures and needed to be spent within 4-8 weeks.

Key sites where changes have now been made:

- Closure of Bristol Bridge
- Pedestrianisation of the Old City.
- New cycle lanes at the following:
 - Lewins Mead/Haymarket, Upper Maudlin/Park Row, Counterslip and Victoria St, Mina Road/Concord Way.

Members noted that the above, list of schemes does not convey what is a huge achievement this was in such a short period of time. In highways terms, these changes would usually be measured in months and years rather than weeks!

Not all of the measures introduced were universally supported by Members. Some Members expressed concerns that some of the actions taken, in particular the closure of Baldwin Street, was in effect closing one of the primary connections between North and South Bristol for car users.

The strategy was to implement and then amend, in response to feedback from users. Officers said that some proposals, such as the point closure at Mina Road it was said were abandoned due to too much resistance from local residents and businesses.

Some Members also commented on the 'push back' against some of the emergency projects not yet delivered and cautioned that the active travel agenda was potentially at risk due to campaigning. It was suggested that the Council should improve the communication and information and perhaps have a high level champion who was willing to prioritise and promote the active travel agenda.

Officers acknowledged that due to the need for swift action, there was little time for consultation or community engagement. Although where possible, councillors, businesses and representatives from the universities and disability groups were consulted informally. However, some Members complained that they first heard of some changes by reading about it in the local press and expressed frustration that Ward Members hadn't been involved, weren't asked for input, and aren't being asked about priorities.

In response, officers said that for Tranche 2 of the funding there would be early engagement with community and business representatives and they will discuss and consult with Councillors about any potential plans.

Some Members said there still needed to be a more coherent network of continuous cycle and walking routes. Without continuous routes it was thought that many potential cycle users won't change due to safety worries on busy main roads.

Some Members also mentioned the backlog of local area (Community Infrastructure Levy) CIL funded schemes that already had funding allocated to them. The recruitment to the vacant posts was welcomed but the risk to existing road safety schemes and crossing, routes to school etc was already causing disquiet in their view. It was suggested that more could be done to keep people informed and if possible progress schemes that were already being waited for.

The demand for flexibility demonstrated a need for more agility in officers and Members were told that training to that end was being arranged. Officers said that this has been a learning experience and they agreed that there were areas for improvement.

Members said they sometimes found that there were several officers working on the same project and felt that there could be some stream-lining in this. They were told during the first session that the team structure was being reviewed as this point was already recognised and being addressed internally.

Members commented that they were reassured with the high level of reflection that the presenting officer showed and had confidence in his ability to identify and implement changes where they were needed.

Meeting with External Stakeholders

List of attendees:

- West of England Centre for Independent Living (WECIL)
- Bristol Walking Alliance
- University of Bristol
- Written submissions were provided by Clifton Business Improvement District (BID) and Sustrans

External Stakeholders Response to the Strategy

Generally, there was approval and gratitude for the work done.

Attendees were very complementary about the approach the officers took and the projects achieved. While there was an appetite for more projects to have been put in place, attendees understood the limitations of time and resources.

The strategy to focus on the Centre met with approval but some questioned why more work was not done on improving cycling corridors into the City and also, wanted more actions to limit cars

near schools. The strategy to use pedestrianisation and cycle lanes to limit emissions and, therefore, improve air quality was universally approved.

Attendees had concerns about the ugliness of the materials used but understood the need in the very short term. However, there was concern that the very ugliness would lead to more demand for removal of what was seen as only emergency measures. Indeed, some of the barriers in place for the 2 metre rule are already being removed.

It was thought that the link between air quality and the changes implemented is not understood well enough by citizens and that messaging on this needed to be improved. The changes were accepted due to the 'Covid imperative' but it was said that citizens need to be made aware that they are intended to stay as a means of improving air quality.

Attendees understand that the strategy for Tranche 2 funding will be to make more permanent changes which will be carried out under TROs with full consultation and those who attended welcome this.

Attendees also advised that policy priorities need to be reviewed and our influence on WECA acknowledged. Also, comments were made about the lessons learnt in other cities about the use of language and signage which could make changes to active travel more acceptable for example, green rather than red signs and 'no through traffic' signs replace 'road closed'.

Attendees generally felt that a unique opportunity had been well-exploited, but were concerned that momentum was a little lost due to the physical structures not appearing quickly enough.

Attendees worried about conflicts that arose from the necessity of the 'bid first, consult later' chronology insisted on by Central Government; however, it was acknowledged that lessons had been learnt on this. That these two points are oppositional and were not lost on attendees!

Representatives from the University of Bristol and disability groups felt that they had generally been communicated with well but there were some periods of hiatus when communication was difficult. This was, however, seen in context and the hard work of officers was emphasised.

Representatives from walking groups felt that they are still the 'Cinderella' group and that more focus needs to be put on making walking a pleasant experience in the City.

A representative of a local Business Improvement District (BID) commented on the frustration of the decision-making pathway and the confusion that ensued from different decisions of the Council making different decisions, specifically, that traders were encouraged to trade on the street and allowed to invest in planters to enhance the scheme, only to be later told that they would be charged for the right to trade on the street.

Members at the stakeholder meeting had questions for officers. The written answers that were received are at Appendix A.

RECOMMENDATIONS:

- There could be improved information, communication and engagement between different parts of the Council; particularly between the Mayors' Office, councillors and communities when decisions are made about such things as changes to road layouts and parking restrictions.
- As 'community leaders' local Ward Members should be actively involved in future schemes. This could be undertaken via Area Committees or ward by ward.
- The Council could be more active and confident about the national, regional and local policy priorities for active travel being delivered and should consider having a high level champion willing to prioritise and promote active travel.
- Unless there is a more coherent network of continuous cycle and walking routes it will be difficult to encourage more people to engage in active travel.
- More Officer training is needed to ensure a more agile approach can be taken to delivering diverse projects in short-timescales.
- The Strategic Transport Team needs to be restructured and requires more resources to enable to operate effectively and efficiently. Members were in full support of the recruitment of 7 new officers over the winter months to ensure that the necessary resources are there to implement the next phase of the funding more speedily.

Appendices (below):

- Appendix A - Additional questions from stakeholders and the answers provided by Transport Officers
- Appendix B - Sustrans Written Response

Appendix A

Additional questions from stakeholders and the answers provided by Transport Officers

1. Q: Was the Reopening High Streets Safely Fund issued to Councils by the Ministry for Housing, Communities and Local Government used?

A: Not as yet as it was a different fund with different rules, some may get used on the tranche 2 schemes

2. Q: Why did you not trail pop-up cycle lanes on corridors such as the A4018 and A37 in advance of major Bus Deal improvements, or even more ambitious plans such as bus gates on the A38 Gloucester Road and A420 Church Road and are these likely to happen in phase 2?

A: These sort of schemes were too difficult to fit on most corridors without removing bus priority measures which we decided would not be permitted. Bus gates on major corridors were not felt to be deliverable or acceptable on such key routes without a thorough engagement process

3. Q: Could we use local creative people to make 'parklets' and point closures more attractive?

A: Possibly although there will, as with any such project, be issues around liability and maintenance

4. Q: There was concern by members that there will be slippage in the already-funded pre-Covid projects as officer time is focussed on the EATF; is there a planned remedy for this? Will you inform people about slippage and new time frames for these other projects?

A: Information is being distributed on impacts on existing schemes and this will be an issue. We are recruiting to the team most affected so while there will be delays we are taking action to remedy this where possible

5. Q: If taxis will be able to use the old city centre and Bristol Bridge, will the bus gates be operating for taxis, Ubers (or equivalents) and delivery vehicles, and why have 'bus gates' been deemed appropriate if a wide range of other vehicles will also need to access areas where 'bus gates' have been proposed?

A: Only buses, taxis, motorcycles and cyclists will be able to go across Bristol Bridge, delivery vehicles will not be permitted. Bus gates are the technical term for these sorts of facilities

6. Q: Can you describe how the teams are preparing for the policy shift and the extra funding that is coming down the line – can we have assurances that 'oven ready' projects are in place to grab funding when it comes?

A: We are currently prioritising resource to deliver the proposed projects in tranche 1 and tranche 2 of the EATF. We also have plans in place for other routes through the LCWIP. Recruitment is ongoing to both the project management team and the local engineering team to increase resource available. Schemes will be worked up in advance where possible but funding is always required to work schemes up

7. Q: What are the timescales for the recruitment of the 7 new officers?

A: Recruitment is under way at present we expect people to be appointed in December/January depending on how quick the process is with COVID restrictions

8. Q: How and when will the restructuring of the teams take place and what are the anticipated benefits?

A: The restructure is ongoing and expected to be in place for the start of the next financial year. The aim is to bring the two existing teams together and improve the processes and increase the resources for delivering our capital programme, enabling greater oversight and management of the whole process. We also expect to be freeing up management time overall for to enable more resource for managing our whole programme of works.

Appendix B:

SUSTRANS WRITTEN RESPONSE

Emergency Active Travel Fund Implementation

Many thanks for the opportunity to provide a written contribution to the Scrutiny Commission's inquiry on the implementation of the Emergency Active Travel Fund schemes. I'm assuming that the Commission also reviewed the use and implantation of the Reopening High Streets Safely Fund issued to Councils by the Ministry for Housing, Communities and Local Government?

As a member of the Transport and Connectivity Board I fully support the measures implemented and am committed to working with the Mayor, Councillors and officers to further improve the physical environment to enable more people to walk and cycle for everyday journeys. We naturally celebrate the actions taken by the Council and officers so far under challenging circumstances, and applaud

Key principles

- The main purpose of the initial funding was to promote cycling as a replacement for journeys previously made by public transport
- The Government expected local authorities to make significant changes to their road layouts to give more space to cyclists and pedestrians
- Was intended to help local authorities address the short-term issue of re-opening their local economies by supporting temporary changes to the physical environment

General Comments

As a point of principle, Sustrans fully supports the measures implemented by the Council and we have publicly supported measures taken at Bristol Bridge and across the Old City to limit and remove through traffic from the city centre. This centrepiece project is a pivotal scheme that will assist the city in meeting its air quality and carbon reduction objectives. Removing through traffic

from the central area is a key demand management response – fully supported by the Department for Transport’s updated statutory guidance issued in May 2020.

We support the measures taken to widen footways in local centres across the City to enable social distancing and to give people the confidence to return to the high street on foot.

Measures focussed in the city centre are welcome and have and will continue to improve the environment for those on foot and bike. We would have liked to have seen further corridor schemes (as supported by the statutory guidance prioritising public transport and active travel modes) that provide a safer environment for people to reach the central area. This could have been an opportunity to trial pop-up cycle lanes on corridors such as the A4018 and A37 in advance of major Bus Deal improvements, or even more ambitious plans such as bus gates on the A38 Gloucester Road and A420 Church Road. However we recognise the significant time and resource constraints the Council faces in making these decisions.

Schools

Bristol has an established school streets programme, albeit modest in scope and scale in the early stages. We would have liked to have seen a more ambitious programme of school streets measures over the summer to enable pupils’ safe return to schools this week. Whilst the latest evidence suggests that children are not spreaders of Coronavirus, the Departments for Transport and Education have both issued guidance to Councils and schools, urging them to adopt measures to enable at least 50% of pupils to arrive at school gates by active means. Discouraging car use, and adopting the principles set out in the Travel Demand Management guidance issued should in our view been a higher priority.

Communication

There has been a missed opportunity to win hearts and minds with the temporary measures implemented. Measures have been implemented with little or no notice for communities and stakeholders impacted. Whilst we understand that these are emergency measures, befitting a rapid emergency response, there has been little visible communication to set out why the measures are being taken, and how they fit within a wider plan. We would have like to have seen a communications campaign setting out a clear narrative, with support from business, community and the voluntary sector to amplify the messaging. Instead of proactive communication, the Council has been forced to defend decisions and individual schemes from those impacted.

Next steps

We would like to see the Council begin community engagement on plans to make temporary schemes permanent with the use of experimental orders as appropriate. This should be backed up by a city- wide communications campaign supporting the adoption of active travel for every day journeys.

The temporary water-filled barriers in high streets in particular need to be replaced quickly with timber planters, seating and cycle parking to demonstrate how the space can be used. We note that some authorities have offered hospitality businesses the opportunity to rent or purchase outside seating designed to fit in a car parking bay. We would like to see Bristol’s creative industries engaged in designing these measures to entice people back to a safe and visually appealing high street.

I do hope these comments are useful, and I would of course be happy to provide further detail for further inquiry sessions in person.



Safeguarding children and young people within the context of Covid-19 response and recovery planning

Report of the People Scrutiny Commission

Foreword

In July 2020, Bristol City Council's scrutiny commissions were given the opportunity to convene cross-party scrutiny working groups to focus on the effect of Covid-19 on Council services, communities and individuals across Bristol. The People Scrutiny Commission Working Group agreed to focus on 'Safeguarding vulnerable children within the context of Covid-19 response and recovery planning', concentrating on what practices worked well, and where improvements could be made.

The aim was to capture reflections and learning while the issues were still fresh in people's memories. However, ensuring the correct timing of this has meant finding the right balance between capturing initial reflections and learning as opposed to waiting until the whole impact of lockdown became apparent. It was felt that capturing thoughts and ideas early was imperative and useful for ongoing policy development to support the hard work and dedication of the Council's Children's Services and wider City partners. At the time of writing this foreword, the issue around timing has been brought into sharp relief as we, once again, face a period of lockdown restrictions; it is of course too early to implement all learning for this coming difficult phase, but it is hoped the content could inform and assist the Council and its partners.

The Working Group has taken note of and reported solely on the evidence gathered during the scrutiny sessions or from written submissions by invited partners. It is expected that wider and interconnected issues and policies, which were not within the remit of the Working Group and so not directly addressed, should also be considered and taken into account alongside this report.

The Working Group would like to formally recognise the high level of commitment, flexibility and insight shown by the Council's leadership team and the whole workforce during the Lockdown phase of the pandemic. Their work, as well as that of all City partners - youth organisations, schools, Bristol's community groups and volunteers, Police and community safety partners - has been exemplary during one of the most challenging times in our recent history. It was also inspiring to hear from the children and young people themselves, who have needed to adapt and support each other. We would like to extend our sincere thanks to all those who have worked so tirelessly to keep Bristol's children and young people safe during the COVID-19 pandemic.

Contents

<u>Executive summary</u>	p. 3
<u>Introduction</u>	p. 5
<u>Participants and submissions</u>	p. 6
<u>Findings</u>	p. 7
<u>Understanding the immediate risks and harms associated with the lockdown period</u>	p. 8
<u>Understanding the risks and harms as we plan to move away from lockdown restrictions</u>	p.11
<u>Communication and messaging</u>	p.14
<u>Service provision and joint working</u>	p.15
<u>Equality and inclusion</u>	p.16
<u>Summing up</u>	p.17
<u>Recommendations</u>	p.22

Executive summary

[Return to contents](#)

The People Scrutiny Working Group, a cross-Party group of elected Members, Chaired by Councillor Claire Hiscott, was convened in July 2020 to focus on what effect Covid-19 has had on safeguarding children and young people in Bristol, what the city-wide response has been, and what learning there is to help inform and build resilience for the ongoing challenges and for risks of future pandemics. In August 2020 evidence was heard from 22 participants and the Working Group also considered 5 further submissions.

The issues, reflections and responses that came out of the evidence sessions can be organised across 6 key areas: (i) Identifying who needed support and assessing risk, (ii) School attendance during lockdown, (iii) Family tensions and stress, (iv) Community support, detached youth work and contextual safeguarding, (v) Children's and young people's mental health, (vi) Back to school; and underpinned by issues of Communication & Messaging, Service Provision & Joint working, and Equality & inclusion.

Significant findings were:

- Members felt it essential, firstly, to commend the exceptional work of all youth and child services practitioners in the Council and across partner organisations during the period of lockdown and after.
- Members heard that misunderstandings about what practitioners from the Council and youth organisations could and couldn't do within lockdown restrictions created some gaps in services, and so agreed there should be clear and standardised guidance that would be easily available for all practitioners and organisations. Members also felt that there should be an increased profile and positive messaging about youth services as a trusted point of contact and engagement for young people and their families, and that the Council ought to further utilise the rich resource and knowledge across the sector for training and sharing good practice, including taking up the direct offer from the Association of Child Protection Professionals of support.
- Although it was found that when lockdown restrictions came into force the Council acted quickly and appropriately, Members heard that it was at times unclear how to access support for those young people who would not have previously considered themselves vulnerable, but who came to be so due to the extra stresses and pressures associated with Covid-19 and lockdown restrictions. Members recognised suitable provision of guidance, including in schools, although found there was a need for clearer messaging and also that child-friendly advice and guidance should be made available.
- Members were told that young people are experiencing what's described as 'Covid anxiety' with increases in mental health issues; and that a renewed focus on mental health and wellbeing has placed it fully within the remit of safeguarding concerns. Members felt that this refocussed approach should be encouraged and developed within the Council, youth organisations and across school settings. Members commended the young people who contributed to Barnardo's report, ['Mental Health and Covid-19: In Our Own Words'](#), and

thought these documented experiences should be referred to, learnt from, and similar projects encouraged and developed.

- School attendance figures were found to be low amongst the eligible cohort during lockdown. Members thought clearer messaging was required as schools reopened, providing reassurance that the option of school attendance was a good one, and ensuring messages from schools and partners were aligned to avoid confusion. Members heard that the Designated Safeguarding Leads Network was well utilised and was a positive and invaluable resource, and so agreed the Network should be supported and be front and centre in ongoing recovery planning.
- Members heard that whilst online service provision and connectivity rose out of necessity due to reduced face to face contact, many families were unable to access the internet. It was noted that most schools knew students who were unable to access digital platforms and worked hard to provide hard copies of resources to them. However, despite distribution of devices with connectivity by the Council and youth organisations, it was recognised that there were still gaps across the city where families were unable to connect virtually. Members thought greater focus should be placed on tackling the 'digital divide', and the Council and all its partners should aim to ensure every household had equitable access to the internet.
- Assumptions and perceptions about young people involved in street conflict, serious violence and/or drug related offending were flagged as potential barriers to support and safeguarding, including societal perceptions of some young Black people as offenders rather than victims of criminal exploitation. Therefore, Members thought that the culturally competent responses within the Council's child-centred services were welcome and should be built upon by way of appropriate training and utilising more local organisations that already had close relationships in Black Asian Minority Ethnic (BAME) communities to help co-produce services.
- Members heard about the importance and value of detached youth work and a contextual safeguarding approach which would provide for an understanding of extra-familial factors; and felt the Council, whilst being at the forefront of collaborative working arrangements to utilise these methods, should investigate ways to increase the use of detached youth work and a contextual safeguarding approach across the city.
- It was noted that the usual 9-5 office hours could prevent or delay access and support where it was needed, and so Members agreed that the Council should investigate how its service delivery could be more balanced with the work in voluntary and community organisations, including infrastructure outside those usual office hours.
- Members found that the City had strong existing networks and partnerships. However Covid-19 had shown that they need to be built on and arrangements should be put in place enabling them to be utilised even more, which would create firmer resilience for future pandemics.
- It was recognised that Covid-19 shone a light on structural inequalities, including that economically deprived households required extra support including food parcels, which placed children under further stress and risk of harm. Members commended the role of mutual aid groups who had stepped up during the crisis, and Social Prescribing services were highlighted as valuable for supporting and signposting young people and families; and that there should be more investment and development of Social Prescribing in communities.

Introduction

[Return to contents](#)

As in every workplace and household, the Council saw big changes as a result of lockdown in March 2020, including how day to day work was carried out, how partnerships across the city were maintained (and in most cases developed), and how elected Councillors (also known as Members) carried out their duties. Rules were amended to enable ‘virtual council meetings’ with public participation; and processes, plans and priorities were refocused to ensure safety and that support was available where it was needed.

Finally, relevant questions and discussions were had to enable learning so as to build confidence and resilience for the future. This included ensuring that, in line with the [Centre for Public Scrutiny guidance](#)¹, the Council’s scrutiny function was maintained and utilised to act as a [critical friend](#) to the administration in terms of supporting the Covid-19 response and recovery planning. With that in mind, the Chairs of the Council’s scrutiny commissions convened Working Groups, overseen by the Overview & Scrutiny Management Board, with the remit to focus on the effect of Covid-19 on Council services, communities and individuals across Bristol.

Safeguarding children within the context of Covid-19 response and recovery planning was prioritised by the People Scrutiny Commission. This focus was based on Scrutiny Members’ views that, at this time of crisis, Bristol’s children and young people’s safety and wellbeing are of top concern and so the scrutiny function was best placed to help reflect and learn from the response, and inform recovery planning and future policy with regard to keeping children and young people safe.

The purpose of the Working Group

Reflection and Learning

The Working Group would like these findings and recommendations to support the Council and city partners reflect and learn from the experience of lockdown so as to:

1. Build resilience should Covid-19 remain for the foreseeable future or increase again, and also for the risk of future pandemics and other city emergencies;
2. Inform ongoing recovery planning to support the protection of vulnerable children as we experience the rolling back of some lockdown restrictions;
3. Inform ongoing policy development across the city, gaining improvements for:
 - identification of risk and vulnerable children and families;
 - support and preventative measures available for vulnerable children and families;
 - equitable access to prevention and support services for all vulnerable children and families from different backgrounds, with all protected characteristics, and for those with economic disadvantages.

¹ The name has now changed to [Centre for Governance and Scrutiny](#)

How the Working Group investigated and collected evidence for this report

The 3 aims above were framed around the following key questions which were referred to when collecting and reviewing evidence;

1. What were the most successful methods, and what has been found to be unsuccessful, in identifying risk and safeguarding vulnerable children during lockdown?
2. What are the lessons learnt and what new methods can be implemented to identify, support and protect vulnerable children, young people and families coming out of lockdown period?

“The questions you ask will probably be an exam question for public servants in years to come”

Jacqui Jenson, Executive Director, People, Bristol City Council

Participants and submissions

[Return to contents](#)

Members of the People Scrutiny Working Group heard from 22 participants in person, and received a further 5 written submissions;

Session 1: Council & City Partners

Jacqui Jenson Executive Director, People, Bristol City Council

Alison Hurley Director, Education and Skills, Bristol City Council

Ann James Director, Children, Families and Safer Communities, Bristol City Council

Ivan Powell Independent Chair, Keeping Bristol Safe Partnership

Jim Bowyer Head, Bristol Hospital Education Services

Henry Chan Safeguarding in Education Team Manager; Chair, Education Reference Group

Victoria Caple, Lighthouse Safeguarding Unit Partnership Manager, Avon & Somerset Police

Gerry Bates Head of Children's Services, Sirona Care & Health

Cllr Asher Craig Deputy Mayor, Communities, Equalities & Public Health

Session 2: National picture

Dr. Carlene Firmin Social Researcher, University of Bedfordshire

Wendy Thorogood Chair, Association of Child Protection Professionals

Fiona Carnie, Educationalist

Evidence not in person

DCI Larisa Hunt Operation Topaz, Avon & Somerset Police

Androulla Nicolaou Prevention Officer and Coordinator, Topaz, Avon and Somerset Police

Empire Fighting Chance

Royal College of Paediatrics and Child Health

Office of the Children's Commissioner

Session 3: Children & young people

Rob Farrow, Head of Service (Young People) Learning Partnership West

Kate Gough, Head of Bristol Youth Services, Creative Youth Network

Jack Beech Chief Operating Officer, Creative Youth Network

Anthony Hill Service Manager, Helping Young People Engage (HYPE), Barnardo's

Ella Remes Service Manager, Barnardo's Against Sexual Exploitation (BASE), Barnardo's

Maya Mate-Kole Golden Key/ The Call In; Commissioner, Commission on Race Equality

Tom Owen Chief Executive Officer, The Green House

Molly Flitcroft Member of UK Youth Parliament; Bristol Youth Council

Cllr Helen Godwin Cabinet Member, Women, Families and Homes (Lead Member for Children's Services)

Cllr Helen Holland Cabinet Member, Adult Social Care; and Co-Chair of the Health & Wellbeing Board

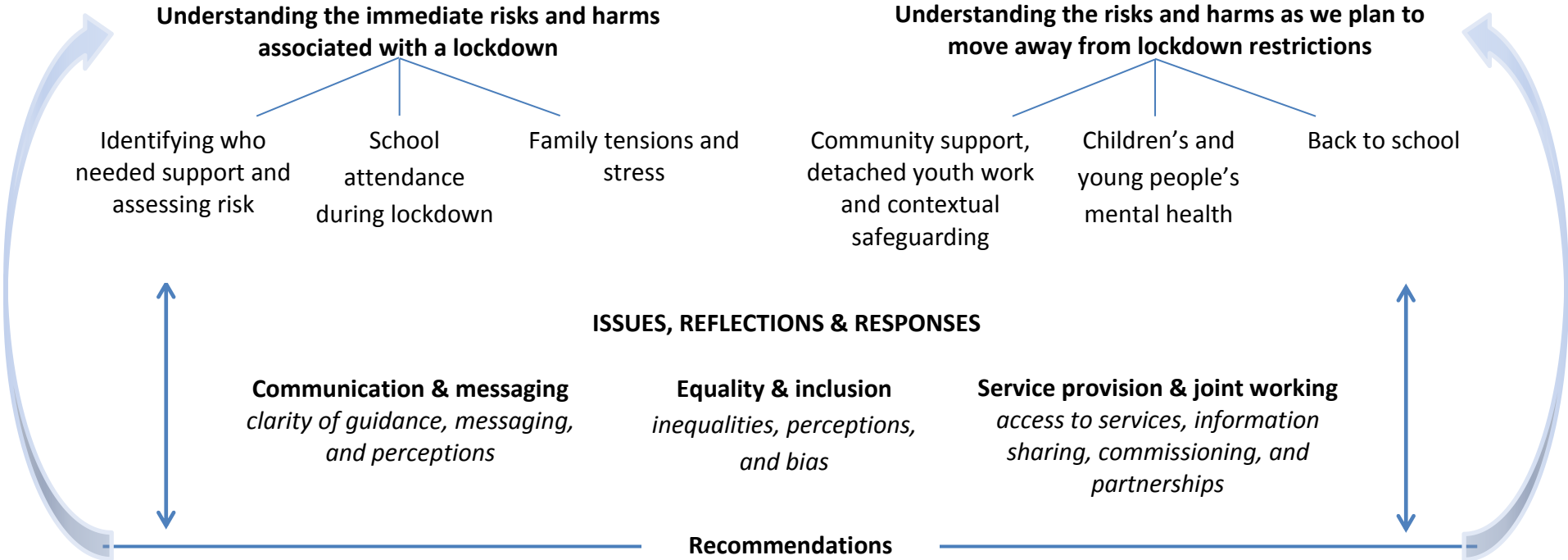
Findings

[Return to contents](#)

The diagram below is a visual representation of the Working Group’s findings. Members organised the issues, reflections and responses that arose from the evidence sessions into 6 key areas: (i) Identifying who needed support and assessing risk; (ii) School attendance during lockdown; (iii) Family tensions and stress; (iv) Community support, detached youth work and contextual safeguarding; (v) Children’s and young people’s mental health; (vi) Back to school. The first 3 areas were with regard to ‘Understanding the immediate risks and harms associated with a lockdown’ and the second group of 3 areas were informed by ‘Understanding the risks and harms as we plan to move away from lockdown restrictions’ (with the understanding guidance and rules may change quickly).

Members appreciated the relationships and interconnectivity between them all, demanding a holistic approach to analysis. Recommendations are framed and informed by 3 overarching themes: (i) Communication & messaging; (ii) Service provision & joint working; (iii) Equality & inclusion.

Page 24



Understanding the immediate risks and harms associated with the lockdown period

[Return to contents](#)

Page 25

ISSUES	REFLECTIONS & RESPONSES
<p>Identifying who needed support and assessing risk</p> <ul style="list-style-type: none"> • Risks of intra-familial harm exacerbated by lockdown. • Some children and young people affected may not have been known to social services. • Less availability of safe spaces led to difficulties in contacting young people. • Groups of children and young people disproportionately affected by lockdown, including low income and Black, Asian, Minority Ethnic communities. • Risks of transmission of Covid-19 to unwell and vulnerable children. • Lack of digital access for some children and young people. 	<ul style="list-style-type: none"> • Risk assessments were undertaken and plans put in place for every vulnerable child known to the Council at the earliest stage. • Participants raised concerns in relation to `hidden harm`; as children and young people were not able to disclose to trusted professionals, there were less opportunities to safeguard and reduce risk. • The Council pointed to good data analytics with the ability to identify risks of harm so as to reach out to families. There is ongoing developmental work with government. • Face to face contacts were prioritised by the Council based on a risk analysis of families and Council workforce. • There was a focus on harm in the home - outside spaces may have been perceived as less problematic, and so it is unclear how much was missed in extra-familial contexts. • The Council had a focus on providing cultural competent services, and the positive connections with community organisations could be built upon in future coproduction opportunities. • System-wide response was required with the purpose to keep the most unwell and vulnerable children out of hospital - the Lifetime team moved to 7 days a week. • Laptops with connectivity have been distributed by the Council, Hope Virtual School and youth network groups to families without online access; although there are still gaps across the city where families are unable to connect virtually. <div data-bbox="1541 592 2063 948" style="border: 1px solid black; padding: 10px; margin-top: 20px;"> <p><i>“Every child had a Covid-related risk assessment with a contingency plan should their main carer not be able to continue to care for them”.</i></p> <p>Ann James, Director of Children, Families and Safer Communities, Bristol City Council</p> </div>

ISSUES	REFLECTIONS & RESPONSES
<p>School attendance during lockdown for eligible cohort of children</p> <ul style="list-style-type: none"> Centralised school attendance reporting meant there was a week’s time-lag with the data with risks of missing non-attendance of vulnerable children. Children and young people not having contact with professionals, including pastoral care at school, meant subtleties could not be spotted in the same way. There was low take-up of school places for vulnerable children during the period of lockdown, especially in low income areas. 	<ul style="list-style-type: none"> The Council created a local reporting system; the Education Reference Group focussed on attendance; there were integrated working arrangements including Hope Virtual School, Social Workers and education and skills colleagues – all working together to wrap around those families eligible for school during this period. The Designated Safeguarding Leads Network was the main way of checking and monitoring. The importance of the post was flagged. It was noted that there was, in general, historically less contact with households in mainstream practice, meaning a larger adjustment was needed to ensure continued education during lockdown period. Some children and young people who found mainstream settings challenging reported feeling safer online. The sector developed local partnerships with other settings when capacity and continuity were identified as risks and concerns. Many schools took on children temporarily during the lockdown period. Food packages and free school meals were provided to identified families who needed them. Schools worked together to provide a ‘Think Family’ response if children from the same family attended different settings. <div data-bbox="1547 368 2063 719" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>“The environment we were in at that time was very much about the fear of Covid and everyone was in lockdown and being asked to remain in their homes”.</i></p> <p>Alison Hurley, Director of Education & Skills, Bristol City Council</p> </div> <div data-bbox="1603 802 2063 1190" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>“For some young people in-person school bullying is the main concern as well as feeling unsafe on the school journey, so we need to think how to support those children back into education”.</i></p> <p>Dr. Carlene Firmin, Social Researcher</p> </div>

ISSUES	REFLECTIONS & RESPONSES
<p>Family tensions and stress</p> <ul style="list-style-type: none"> • Tensions in households and other factors have led to teenagers leaving, or being asked to leave, the family home. • Scarcity of foster placements exacerbated by Covid across the wider region with some foster placements breaking down (not specific to Bristol’s experience). 	<ul style="list-style-type: none"> • The Council invoked the amendments in the Children’s Act needed to speed up assessment and approval of foster carers to meet the needs of children. • Increased anxiety and tensions were reported in many families already under pressure. • Use of placement stability plans with family work was identified as important, including providing extra emotional and practical support to families. • There was a positive response in Bristol, with many additional carers stepping forward, which increased the carer base by 20. <div data-bbox="1335 300 2063 691" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>“Talking to young people how to keep calm, how to keep well, how to remove themselves from situations and resolve conflict before it escalates has been really important. Family work has been important - reaching out, providing extra emotional and practical support to family members in order to keep calmness and safety at home wherever possible”.</i></p> <p>Ella Remes, Service Manager, BASE Barnardo’s</p> </div> <div data-bbox="1525 767 2063 1018" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>“There has been increased anxiety and tensions in many families already under pressure”.</i></p> <p>Tom Owen, CEO, The Green House</p> </div>

Understanding the risks and harms as we plan to move away from lockdown restrictions

[Return to contents](#)

Page 28

ISSUES	REFLECTIONS & RESPONSES
<p>Community support, detached youth work and contextual safeguarding</p> <ul style="list-style-type: none"> • Coming out of lockdown saw an increase in risks of criminal exploitation, including teenagers’ involvement in organised crime, street conflict and serious violence. • More children in Bristol are victims of ‘County Lines’ which involve organised crime networks trafficking children to deal drugs. • Economic disadvantage has come more into focus during this period, with the risk of it becoming worse within the context of an expected economic downturn. 	<ul style="list-style-type: none"> • Increased youth worker and community presence was noted as beneficial for enabling young people to feel safe. • Training in adolescence development was raised as important for focus on child welfare in communities. • There was a need to understand extra-familial factors; and a contextual safeguarding approach. • Detached youth work could reach the most vulnerable young people – it was described as the most successful way of understanding how young people are coping. • Relationships could be built through detached work, enabling referrals to services where necessary. • Agreement across participants that street detached work was important to build relationships, gain intelligence and identify groups and locations of harm. • Collaborative working arrangements between Police, Council and Youth networks has enabled detached work to make positive impacts - Safer Options, noted as a positive culturally competent partnership, is the Council’s programme that supports young people in partnership with youth organisations, the Youth Offending Team, Police and other community safety partners. • There were examples of positive stories from youth groups of young people helping each other and neighbours; and helping out at foodbanks. <div data-bbox="1279 703 2063 959" style="border: 1px solid black; padding: 10px; margin-top: 20px;"> <p><i>“Our work is all about relationships; we need to be able to see young people and be able to act at the right time”.</i></p> <p>Ann James, Director of Children, Families and Safer Communities, Bristol City Council</p> </div>

ISSUES	REFLECTIONS & RESPONSES
<p>Children’s and young people’s mental health</p> <ul style="list-style-type: none"> • There were reports of a lot of ‘Covid anxiety’ among young people, e.g. deep concern about the ability to socially distance, what to do about needing to travel by bus, and fear of mixing at school – especially for those from families with health issues. • With the increase of online platforms enabling visual contact, body image and presentation was affecting some young people’s mental health. • The children who were hard to reach during lockdown became isolated and may present with increasing mental health issues. 	<ul style="list-style-type: none"> • Linking children’s services, mental health services and schools more closely to deliver effective and confidential mental health support to young people was raised as important, and that young people should be involved in co-designing those services. • Participants reported a renewed focus on mental health and wellbeing during lockdown which is being maintained during the recovery period; a focus that has placed mental health fully within the remit of safeguarding concerns. • Young people set up a blog to support other young people. Young people co-authored a report about their experiences, ‘Mental Health and Covid-19: In Our Own Words’. • There have been Council-led initiatives to provide a voice to children and young people including #wearebristolkids and the developing ‘Belonging’ strategy by the Youth Council. • Online skills of youth workers have been raised; with a focus on art/backgrounds rather than faces within online engagement, which has helped to overcome some anxieties about being online. • There were reports of children and young people with anxiety and mental health issues feeling supported online as it was less daunting and more accessible for them. • The Working Group was told to expect an increase in demand for mental health services when schools return. <div data-bbox="1601 272 2063 520" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>“Young people are reporting an increase in mental health concerns”.</i></p> <p>Anthony Hill, HYPE Barnardo’s</p> </div> <div data-bbox="1601 831 2063 1254" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>“Schools should treat mental health as a safeguarding responsibility. This corresponds to the wider work around trauma informed approaches to behaviour”.</i></p> <p>Henry Chan, Safeguarding in Education Team Manager, Bristol City Council</p> </div>

ISSUES	REFLECTIONS & RESPONSES
<p>Back to school</p> <ul style="list-style-type: none"> • Risk of low attendance. • Concerns from young people about confidentiality if they disclose any concerns and issues. • Schools’ difficulties accommodating pupils due to social distancing rules and concerns and anxiety from parents and children. • Children and young people finding it difficult to disclose issues and concerns to teachers and other professionals. 	<ul style="list-style-type: none"> • It was reported that some young people don’t feel safe going to school. • The Working Group was told some parents felt frightened about sending children back to school; refugees and asylum seekers being particularly concerned. This required proactive work to engage marginalised groups. • A point was made that schools’ issues, including concerns about accommodating pupils safely could be partially addressed by outdoor learning where possible. • Return to school was seen as an opportunity to identify those who need support, such as if there is truancy. • It was noted that Hospital Education has smaller classes and a higher student to staff ratio, and extra support being available with stronger links with families than main stream. • Live virtual lessons went ahead in some settings. • There needed to be support for young people to support their peers – requiring clear messaging: <i>“what to do if a friend tells you something in confidence.”</i> <div data-bbox="1525 547 2063 943" style="border: 1px solid black; padding: 10px; margin-top: 20px;"> <p><i>“Outdoor learning can be restorative, and can address mental health needs. In Orkney GPs prescribe outdoor activity to boost mental health. Using outdoor spaces can also help meet distancing requirements. Weather doesn’t need to be a barrier”.</i></p> <p>Fiona Carnie, Educationalist</p> </div> <div data-bbox="1525 1016 2063 1267" style="border: 1px solid black; padding: 10px; margin-top: 20px;"> <p><i>“Clear messaging to peers is important – one of the best ways to identify support and safeguarding need”.</i></p> <p>Dr. Carlene Firmin, Social Researcher</p> </div>

Communication and messaging

[Return to contents](#)

Page 31

ISSUES	REFLECTIONS & RESPONSES
<p>Clarity of guidance; types of messaging; and perceptions</p> <ul style="list-style-type: none"> • Generally, guidance highlighted vulnerabilities for those who had social workers, so people prioritised those - others may have been left behind. • Families were worried about being in breach of lockdown if they reported missing children. • Information and guidance for young people wasn't clear enough. • Young people found it difficult to access appropriate information. • Messages about Covid-19 were frightening for some children. • Young people at risk of exploitation have been perceived as causing harm. 	<ul style="list-style-type: none"> • It was reported that some young people were unaware of available support – there was a need better communication. • A need for clear messaging for all parents whose children are missing during a lockdown – including the need to contact social services. Strong message required, including <i>'we can support parents support their children'</i> • It was highlighted that there was a need for positive messaging about youth services, including cementing the idea that youth workers are a critical service, being a trusted point of contact and engagement for young people and their families. • Participants advised that there was a need for child friendly advice and guidance. • Training and clear messaging required about extra-familial harm and contextual safeguarding, building on the innovative work the Council has undertaken with Dr Firmin. • There had been positive and innovative responses to the need for virtual communications, including extra training and information for professional practitioners and members of the public as a result of expanding the online usage, including Association of Child Protection Professionals' podcasts. <div data-bbox="1503 491 2063 778" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>"The pandemic has brought this into focus - locally there is not enough clarity over the availability of support for young people".</i></p> <p>Anthony Hill, Service Manager, HYPE Barnardo's</p> </div> <div data-bbox="1592 850 2063 1246" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>"The effect of lockdown with the associated messages has left some children and young people feeling like a burden as there is so much going on in society".</i></p> <p>Rob Farrow, Head of Service (Young People), Learning Partnership West</p> </div>

Service provision and joint working

[Return to contents](#)

Page 32

ISSUES	REFLECTIONS & RESPONSES
<p>Equitable access to services; information sharing, commissioned services, and partnerships</p> <ul style="list-style-type: none"> • It is not known how many children, young people and families have not been able to access appropriate services. • Safeguarding and confidentiality concerns with online services, not knowing who else could be in the room with the young person. • Myths about what professionals could do during lockdown. • Some misunderstanding of youth worker’s rights and responsibilities during lockdown created a gap in provision. • Funding mechanisms were described as complicated - “Currently a jigsaw”. 	<ul style="list-style-type: none"> • The Council’s Children and Families services continued to work through lockdown and children still had face to face visits from Social Workers and other practitioners on a risk assessed basis. • It was noted that some children who weren’t connected to Social Workers (who may have become vulnerable due to effects of Covid-19) would not necessarily have received all available support. • Sharing more information with Police meant detached workers could identify hotspot areas and contact young people. • Access to statutory services are mainly 9-5 – this could prevent or delay support; services should be more balanced with community work, meaning a need for infrastructure outside usual office hours. • Most provision went online; access to IT devices, although there was some distribution, was not available for all. • Face to face provision for vulnerable children and young people should be maintained as much as possible. • Information had been shared more openly across the youth sector with statutory organisations. • Age range of the Council’s current youth services commissioning was discussed, that it could include over 18’s. • The city already had strong relationships and partnerships, with the Council’s Children’s and Education services being a key part. Covid-19 had shown that this needs to be built on and utilised even more. <div data-bbox="1525 804 2063 1161" style="border: 1px solid black; padding: 10px; margin-top: 20px;"> <p><i>“Online support usually only works if there is already a relationship between the young person and the youth worker – it’s difficult to start relationships over a computer”.</i></p> <p>Molly Flitcroft, Member of UK Youth Parliament and Bristol Youth Council</p> </div>

Equality and inclusion

[Return to contents](#)

Page 33

ISSUES	REFLECTIONS & RESPONSES
<p>Structural inequalities; Perceptions and assumptions</p> <ul style="list-style-type: none"> Groups of children and young people have been disproportionately affected by lockdown, specifically low income and Gypsy Roma Traveller backgrounds. Assumptions and perceptions about young people involved in street conflict, serious violence and/or drug related offending were raised as barriers to support and safeguarding. Stigma and perceptions surrounding mental health and also lack of cultural competent mental health services prevent young people accessing appropriate support. 	<ul style="list-style-type: none"> The digital divide had been highlighted by Covid-19; equality of access to digital connectivity was raised as a priority. Focus was required on young people with additional needs; and young carers who maybe caring for someone still shielding. Culturally competent service provision to support complex needs of young people from diverse backgrounds was raised as essential. The Council’s Safer Options and Children & Young People’s services have a partner approach based on cultural competent practice led by young people, informed by communities. This positive approach should be built upon with more coproduction with community organisations. A focus was needed on Gypsy Roma Traveller young people and children from disadvantaged backgrounds in general, ensuring they received essentials such as food parcels. Social prescribing services were highlighted as valuable for supporting and signposting young people and families. Positive messaging and communication about mental health is helpful for young people. <div data-bbox="1570 405 2024 756" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>“There was some success in getting IT equipment to young people during lockdown, this brought into focus a need to fully recognise and act on digital poverty”.</i></p> <p>Jack Beech, Chief Operating Officer, Creative Youth Network</p> </div> <div data-bbox="1375 842 2024 1264" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><i>“Lots of organisations refer to young Black people as offenders, and that narrative makes it really hard for those young people to be supported as victims of exploitation. We need to think about those organisations who already have close relationships in BAME communities and how they can be utilised and co-production can take place”.</i></p> <p>Maya Mate-Kole Golden Key/ The Call In; Commissioner, Commission on Race Equality</p> </div>

Summing up

[Return to contents](#)

Understanding immediate risks and harms associated with a lockdown

With less ability for professionals and youth workers to make face to face contact visits, the Working Group heard evidence about hidden harm. Some children and young people were not able to disclose to trusted professionals who would usually be in a position to make referrals to the Council, and so there were less opportunities to safeguard and reduce risk. The Council acted quickly and appropriately, undertaking risk assessments and prioritising face to face contacts with the most vulnerable families. Those children open to Social Workers still received face to face visits which mitigated the risk of hidden harm. The Council, with partners, acted speedily to focus on school attendance where centralised reporting mechanisms didn't hit the mark. Members heard that the Designated Safeguarding Leads Network was well utilised and is a positive and invaluable resource.

Poor school attendance during lockdown for the eligible cohort of children was a concern, especially as the vast proportion were the most vulnerable in the city. Members heard that fear of Covid-19 and communication to stay at home was a strong factor over-riding the messaging that the option of school was a good one.

Members were advised that risks of intra-familial harm were likely to have been exacerbated by lockdown – this, together with less availability of safe spaces, with the extra pressure and stress young people and families were under, meant the issue of hidden harm extended to children and young people the Council and services were not aware of – those who would not have previously considered themselves vulnerable came to be so. Evidence was heard that it was unclear for this cohort how to access support. More than that, some children and young people felt burdened with a sense of responsibility about the issues of wider society which meant feeling as though they wouldn't meet any criteria for support anyway.

Whilst safe spaces for young people diminished due to closures and lockdown, Members heard that this did not mean all young people retreated to the home and so all outside spaces were less problematic. This perception may have led to missed opportunities to safeguard young people who for different reasons needed to be in different environments. These perceptions extended to determining the support available for different cohorts, including the perception of whether young people are victims or perpetrators when involved in drugs and street conflict. Members heard that arrests of young people increased during this period and drove activities underground making it more difficult to identify those vulnerable young people at risk of criminal exploitation.

Another issue regarding identifying those needing support during lockdown which brought structural inequalities into focus was that of access to online activities and contacts. Members heard that schools knew who the students were who were unable to access digital platforms and worked hard to provide resources and learning packs, and also that there was a mass-distribution of devices with connectivity which involved close sophisticated

“Connectivity is something we really do need to crack across the city”.

Alison Hurley, Director of Education & Skills

joined up working across youth networks, the Hope Virtual School and the Council. But, Members heard there are still gaps across the city where families are unable to connect virtually.

Members heard evidence that the extra tensions and stresses associated with lockdown led to some young people leaving the family home and, in some areas, foster placements breaking down, although this was not the experience in Bristol. Despite the scarcity of foster placements being exacerbated by Covid-19 in some areas, Bristol saw a significant rise in people applying to be foster carers, and with that an actual increase of 20 carers. Evidence was heard that the Council responded by using the amendments in the Children's Act needed to speed up assessment and approval of foster carers which Members agreed was the appropriate thing to do and commended officers and Bristol's foster carers who all stepped up to ensure looked after children were kept safe. Placement stability plans were cited as good practice, linked to family work providing extra emotional and practical support to families.

Understanding risks and harms as we plan to move away from lockdown restrictions

Enabling and building relationships was a thread running through the evidence heard about young people in the community; and increased youth worker presence across communities was cited as beneficial to children and young people's well-being and sense of safety. Members heard, therefore, that where possible extra face to face contact should be prioritised and resourced; and also good communication and education to workers and communities about adolescence development would be beneficial to child welfare in communities.

Members heard evidence of the benefits of increased detached youth work during this period; it was described as "the most successful way of understanding how young people are coping." Evidence was heard that good relationships can be built through detached work, at which point valuable intelligence could be gathered to help identify those in need of support; and more successful referrals to appropriate services could be made.

"Detached youth work needs to remain a key part of any service offer in the future".

Rob Farrow, Head of Service (Young People), Learning Partnership West

Evidence was heard that the Council, in collaboration with Police and Youth networks, follows a contextual safeguarding approach to identify and support young people, and that it was an important focus coming out of lockdown. Members heard that during the lockdown period Safer Options, the Council's programme that supports young people at risk of criminal exploitation in partnership with youth organisations and community safety partners including the Police, had an increase in referrals, and continued to have a positive impact as lockdown restrictions relaxed. Safer Options was noted as a positive culturally competent partnership which should be developed further.

There was evidence provided of positive stories of young people helping each other and neighbours, including helping out at foodbanks; although there was also troubling evidence of some children struggling though poverty and mental health issues.

As the pandemic has brought into sharp focus the stresses and strains of family life, especially with the worries and restrictions associated with it, Covid-19 has also shone a light on mental health. Evidence was provided of Covid-anxiety among children (including deep concerns about how children can effectively social distance when on buses and at school, and, relating to this, a fear of transmitting the virus to vulnerable family members) - this affecting mental health and could be a factor in school attendance as they re-open. Members heard evidence of the renewed focus on mental health and wellbeing during lockdown being maintained and placed fully within the remit of safeguarding concerns. There was advice that there should be an expectation of increased demand for children and young people's mental health services as schools reopen.

"The Designated Safeguarding Lead Network has been invaluable; I think having that post in a mainstream school with somebody with that responsibility is fantastic. Having that DSL Network is useful all the time, during lockdown it was essential".

Jim Bowyer, Head Bristol Hospital Education Services

Members were told that the reasons underlying the risk of low school attendance as they reopen extends to some parents feeling frightened about sending children back to school. Evidence was provided that concerns of parents and professionals about accommodating pupils safely could be addressed by outdoor learning, which was described as restorative – with weather not needing to be a barrier.

As schools reopen, this time was highlighted as an opportunity to identify those who need support, such as if there is truancy. Members heard that Hospital Education has smaller classes and a higher student to staff ratio, and extra support is available; and that there are also stronger links with families than in main stream.

"There have been much better conversations around multiagency working, hosted by the Council, with school nurses; and also with mental health services".

Kate Gough, Head of Bristol Youth Services, Creative Youth Network

Finally, Members heard that some children and young people may not disclose concerns to a teacher due to lack of reassurance that they will be treated in confidence; and so clear messaging was needed to help young people support their peers, Dr Carlene Firmin describing this as "one of the best ways to identify support and safeguarding need".

"We need to explore technological benefits - the way we engage with young people will change and should change, we need to ensure anything we do is co-produced with those children, young people and their families to make change effective and meaningful to communities in Bristol".

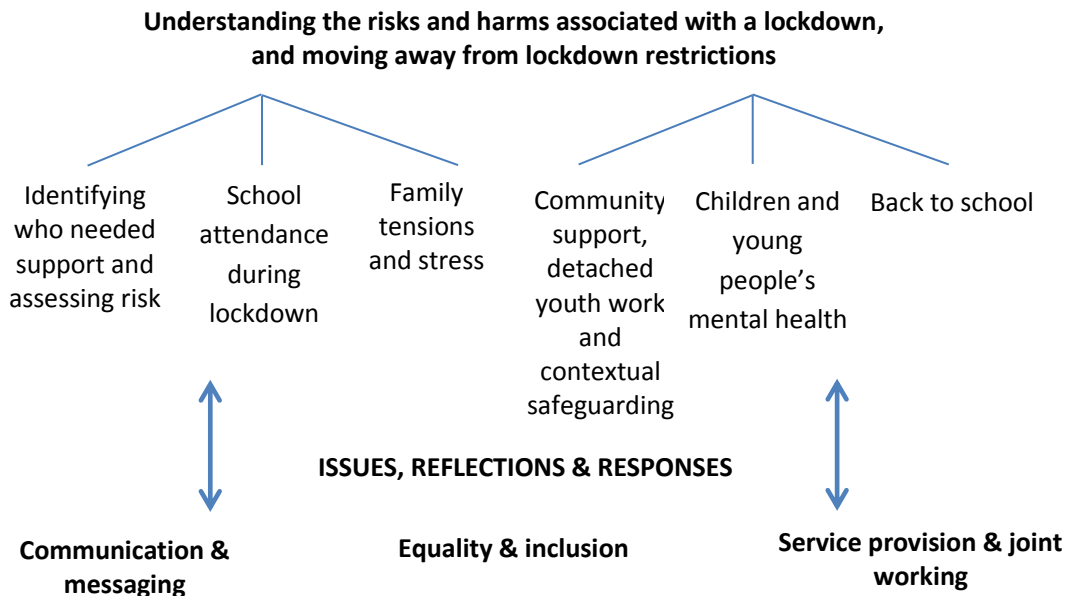
Victoria Caple, Lighthouse Safeguarding Unit Partnership Manager, Avon & Somerset Police

Recognising the relationships and interconnectivity across organisations, partnerships and people

The Working Group has taken a holistic approach to the evidence, recognising the relationships and interconnectivity across organisations, partnerships and people involved in safeguarding children and young people.

This approach provides an insight into the need to understand the underlying arrangements, structures and views we generally don't see which lead to negative outcomes that we react to and need to manage on a daily basis.

The evidence presented to Members has highlighted the key themes of (i) Communications and messaging; (ii) Service provision and joint working arrangements; (iii) Equality and inclusion. They influence reflections and responses (positive and negative) relating to all 6 areas detailed in the findings.



“The lockdown period reinforced the protective benefits of a universal health visiting and service”.

Gerry bates, Head of Children’s Services, Sirona Care & Health

“Due to lack of capacity in many areas during this period, it was important to pull together expertise and share best practice to tackle complex issues that practitioners were raising”.

Wendy Thorogood, Chair, Association of Child Protection Practitioners

Communications and messaging; Service provision & joint working; Equality & inclusion

The findings show that the way guidance and communication is presented informs people's responses. For example, Members heard how families delayed reporting missing children as they were worried about breaching lockdown rules; and messaging about Covid-19, so as to be strong, came across as frightening for some children, causing anxiety and in some cases a feeling of being a burden due to the focus on crisis in society.

Participants called for clear and 'child-friendly' messaging and clarity surrounding where and how support can be accessed, and who it is for. Evidence was heard how there were myths and misunderstandings about what practitioners would and could do; and it was highlighted that reinforcing the importance of youth workers to the system would help with much needed information sharing, and afford confidence leading to trust and stronger relationships with young people and their families.

Training and clear messaging around extra-familial harm and contextual safeguarding, including challenging perceptions of young people who are criminally exploited was also called for.

"Our approach should be how do we ensure a person-centred psychologically informed approach required to overcome challenges associated with perceptions of, for example, a young person as offender rather than exploited and at risk of harm".

Maya Mate-Kole Golden Key/ The Call In;
Commissioner, Commission on Race Equality

Evidence was heard that partnership working, although well-established across the city, improved in some areas, including closer working relationships and communications across agencies (for example between schools and Social Workers); and Covid-19 has shown how important collaboration and intelligence sharing across the system is.

The collaboration that led to distribution of laptops with connectivity was an example of the 'art of the possible', although Members heard that virtual working practice requires consideration around confidentiality and safety and, despite the successful distribution to many families, the continuing digital divide means there is work to do to ensure fair and equitable access for all.

"Better connections across partnerships have developed with short focused meetings, and, in terms of success and learning, it is those very quick concentrated sharing of ideas and experiences that people have found very helpful to understand the challenges in other bits of the system".

Ivan Powell, Independent Chair, Keeping Bristol Safe Partnership

Members heard that the funding mechanisms for commissioned services were over-complicated, described as a 'jigsaw puzzle', and there was a discussion as to whether the age range for commissioned youth services should be raised.

Members heard how the pandemic had shone a light on structural inequalities across society, which all make the task of keeping children and young people safe more difficult, and so a focus on bias, cultural competency, economic disadvantage and health inequalities was called for.

Recommendations

[Return to contents](#)

The People Scrutiny Working Group recommends that;

1. The Council has an excellent record of working with partners and experts to tap into and share best practice and develop innovation, including the contextual safeguarding work with Dr Firmin. The Council should continue to ensure the rich resource and knowledge across the sector for training and support is utilised; including being informed by expertise and insight of local youth organisations and engage with national support and advice, including from the Association of Child Protection Professionals.
2. The extra pressure on the Children's Services and Education and Skills Directorates since March has been highlighted, and the Council should consider ways to offer extra support for the work force. This is noted within the context of welcoming the growing satisfaction with support and leadership in the survey of children's professionals and practitioners, which should be acknowledged and built on to ensure each member of staff, from operational practitioners to senior leaders, feel able to manage the expected increase in demand for support as children return to school with continued uncertainty.
3. The positive increase in networking and close partnerships facilitating big changes quickly and efficiently should be captured and built upon; and networks such as the Designated Safeguarding Leads Network, brought together and supported by the Education and Skills directorate, should be encouraged, developed and incorporated into collaborative plans to help utilise expertise and build capacity and resilience.
4. The Council, in consultation with partners and communities, should investigate how to produce clear child-friendly advice and guidance about keeping safe and well during lockdown restrictions with a focus on mental health. It could explain the effects of Covid-19, how people may be affected and react, what support is available, and how to access that support. Any guidance should be adaptable and reactive to a fast changing environment, and be available for all school settings, youth networks, and community groups.
5. The Council, with city partners, should explore more ways to support parents, carers and families cope with the extra stress and strains Covid-19 has, and continues to, put them through. This may include family and household guidance in the form of tips, advice and coping strategies to help prevent and diffuse stressful circumstances escalating into unmanageable and harmful situations.
6. It is welcomed that the Council has continued to commission detached youth work across the city. This should continue and be built on as a priority; and its value should continue to be considered by the Council when planning for future commissioned services.
7. The positive role of volunteers and mutual aid groups during this period should be learnt from and the Council should explore further ways of supporting them. Social Prescribing within community settings should be encouraged and further developed,

helping to provide much needed local information and signposting for families and young people.

8. The Council should work with city partners to place a greater focus on tackling the digital divide, and explore options that would enable every household and child to have equitable access to the internet.
9. The Council, building on the existing positive work including #wearebristolkids and the developing 'Belonging' strategy by the Youth Council, should continue to explore how services to help children and young people stay safe and foster well-being could be more accessible. This could include building on the existing community outreach by inviting more co-design of provision, increasing cultural competency with stronger involvement of grass roots community organisations and with focussed training, investigating how Council services could be accessed in different ways and at different times, and listening to and learning from children's and young people's voices.
10. This report should be considered by the Executive and the senior leadership team, and that all findings should be taken into account when planning to mitigate both the continuing negative effects of Covid-19 on children and young people, and the risks of pandemics causing similar issues in the future.

10a. This report should be considered at the appropriate partnership groups and boards (including but not restricted to the following):

- Health and Wellbeing Board
- Keeping Bristol Safe Partnership (Keeping Children Safe)
- Children and Families Programme Board
- Learning City Partnership Board
- Race Equality Covid-19 Steering Group

10b. The development of plans to keep children and young people safe within the context of the impact of Covid-19 and to build resilience for the future should be considered by the People Scrutiny Commission at the scheduled meeting on 14 December 2020, and there should be a review in the 2021-22 work programme.

Cllr Hiscott and all the Members of the People Scrutiny Working Group (listed below) would like to thank all those who submitted evidence and participated in the Evidence Sessions, sharing their knowledge and experience, which has helped provide valuable scrutiny.

People Scrutiny Working Group

Cllr Claire Hiscott (Chair)

Cllr Celia Phipps (Vice-Chair)

Cllr Eleanor Combley

Cllr Carole Johnson

Cllr Tim Kent

Cllr Gill Kirk

Cllr Cleo Lake

Cllr Brenda Massey

Cllr Ruth Pickersgill

Cllr Tim Rippington

Cllr Steve Smith



People Scrutiny Working Group Report

Safeguarding children and young people within the context of Covid-19 response and recovery planning - Report of the People Scrutiny Commission, Bristol City Council

28th October 2020

Foreword added 6th November 2020

Contact: scrutiny@bristol.gov.uk



Access to planned health care within the context of Covid-19 response and recovery planning

Report of the Health Scrutiny Committee (Sub-Committee of the People Scrutiny Commission)

Contents

Executive Summary	p. 2
Introduction	p. 3
Participants and submissions	p.5
Findings	p. 6
Communication and messaging	p. 7
Communities and support	p. 8
Capacity and ways of working	p. 9
Equality and inclusion	p.10
Summing up	p.11
Recommendations	p.14

Executive Summary

[Return to contents](#)

The Health Scrutiny Working Group, a cross-party group of elected Members, Chaired by Councillor Brenda Massey, was convened in July 2020 to focus on the effect Covid-19 has had on equitable and timely access to planned health care in Bristol, what the city-wide response has been, and what learning there is to help inform and build resilience for the ongoing challenges and for risks of future pandemics. In August 2020 evidence was heard from 10 participants and the Working Group also considered 9 further submissions. The issues, reflections and responses that came out of the two evidence sessions have been organised across 3 key areas: (i) Communication and messaging; (ii) Communities and support; (iii) Capacity and ways of working.

Significant findings were;

- Despite complex changes being implemented extremely quickly and efficiently to ensure NHS settings were made as safe as possible for patients, many still stayed away due to, for some, not fully understanding information, and fear of catching Covid-19. Members thought that better, more accessible and culturally competent communication was required to support people to attend their elective care appointments and help manage the huge increase of patients on waiting lists.
- Limitations with digital communications were flagged as an issue. This included vulnerable and older people finding it difficult to access services on digital platforms; and some households having limited access to online resources due to a lack of devices and/or broadband. There had been distribution of devices with connectivity to economically deprived households, although this was limited. There was a need, therefore, to tackle digital poverty; and for additional coaching and training to use digital technology.
- Capacity across the health system had been severely reduced with the need to implement infection control measures, impacting the time taken for care, and adding to the numbers of people waiting longer. This demanded a greater focus on community support and resilience.
- The role of Social Prescriber Link Worker was noted as vital to help people navigate the health and social care system, and to free up capacity for health professionals. Members agreed that there should be a greater focus on this role within the context of community-led provision. An approach to welfare and service provision which involved building relationships and enabling capabilities was identified as essential.¹ The positive development of locality-based community health, care and wellbeing services during this period was welcomed and Members thought this should be developed further.
- An awareness of a 'second pandemic' of mental health was raised as a concern; and the Members heard about the Healthier Together joint systems approach as a response to this. Members thought this example of positive collaboration should be encouraged.

¹ Members were recommended [Hilary Cottam's 'Radical Help'](#) which includes principles and ideas grounded in on [Cottam's relational welfare](#) approach, including the importance of relationships and capabilities.

- There had been an increased and deepened partnership working across the system and with the voluntary sector. This had provided for innovative and quick change, and those working arrangements should remain and develop.
- The social status and importance of health and social care workers increased during this period. Members thought this should be built upon to make the recruitment more attractive, helping to build more capacity. The expertise, dedication and flexibility of the workforce across social care and NHS settings was highlighted and commended.

Introduction

[Return to contents](#)

Cllr Brenda Massey, Chair of the Health Scrutiny Committee, convened the Health Scrutiny Working Group, a cross-party group of elected Councillors (also known as Members) in July 2020. The Working Group's focus was the effect Covid-19 has had on equitable and timely access to planned health care in Bristol, what the city-wide response has been, and what learning there is to help inform and build resilience for the ongoing challenges and for risks of future pandemics.

A starting point for Working Group was that a health system working well requires equitable and timely access to effective health care. Covid-19 has shone a light on inequalities, delays and concerns across the health system. The pandemic has also highlighted the positive work already underway across health providers; and it has illustrated the 'art of the possible', how people and partnerships have pulled together and risen to the immense challenge.

In August 2020 evidence was heard from 10 participants and the Working Group also considered 9 further submissions. The findings and recommendations are made in the knowledge this is a fast moving landscape with many changes and challenges to come, and so elected Members, following [Centre for Public Scrutiny guidance](#), have concentrated on consideration of how well partners work together across the system to address people's concerns, and aims for its findings to contribute to smooth, effective decision-making to address blockages, barriers and inequalities.

The Health Scrutiny Committee's priority is to ensure local communities and individuals' needs and experiences inform Bristol's health services; and that those services are effective and safe.² Therefore, within the context of how Covid-19 has affected, and continues to affect, Bristol's health and wellbeing, the role of health scrutiny is now more important than ever.

² [Department of Health \(2014\), 'Local Authority Health Scrutiny: Guidance to support Local Authorities and their partners to deliver effective health scrutiny'](#)

The purpose of the Working Group

Reflection and Learning

The Working Group would like these findings and recommendations to support the Bristol, North Somerset & South Gloucestershire Clinical Commissioning Group (BNSSG CCG), local health providers, the Council and city partners to reflect and learn from the experience of lockdown so as to:

1. Increase resilience and improve accessibility should Covid-19 remain for the foreseeable future or escalate again, and also for the risk of future pandemics;
2. Help improve timely access to planned health care whilst keeping people safe during the recovery period; and to support people where there are delays.
3. Aim for equitable access to planned health care and support for people from different backgrounds, with all protected characteristics, and for those with economic disadvantages.

How the Working Group investigated and collected evidence for this report

The 3 aims above were framed around the following key questions which were referred to when collecting and reviewing evidence;

1. In your view, observations and experiences, how is the waiting list for planned health care being managed and what are the most successful methods of supporting people in need of, but have not had timely access to, required health care?
2. What can be learnt from the response to Covid-19 in terms of ensuring timely access to planned health care; that people are properly supported if delays occur; and that timely access is equitable for all people with different protected characteristics and socio-economic backgrounds across the city?

Participants and submissions

[Return to contents](#)

Members of the Health Scrutiny Working Group heard from 10 participants in person, and received a further 9 written submissions.

Session 1

Christina Gray Director, Public Health, Bristol City Council

Hugh Evans Director, Adult Social Care, Bristol City Council

Lisa Manson, Director of Commissioning, Bristol, North Somerset & South Gloucestershire Clinical Commissioning Group

Mark Smith Chief Operating Officer, University Hospitals Bristol and Weston NHS Foundation Trust

Evelyn Barker, Chief Operating Officer, North Bristol NHS Trust

Session 2

Vicky Marriott Area Manager, Healthwatch Bristol, North Somerset & South Gloucestershire

Rhian Loughlin Regional Learning Coordinator for Social Prescribing (South West)

Ruth Thorlby Assistant Director (Policy), The Health Foundation

Evidence not in person

Ade Williams, Community Pharmacist, Bedminster Pharmacy

Healthier Together Citizens Panel (x8)

Cllr Asher Craig Deputy Mayor, Communities, Equalities & Public Health

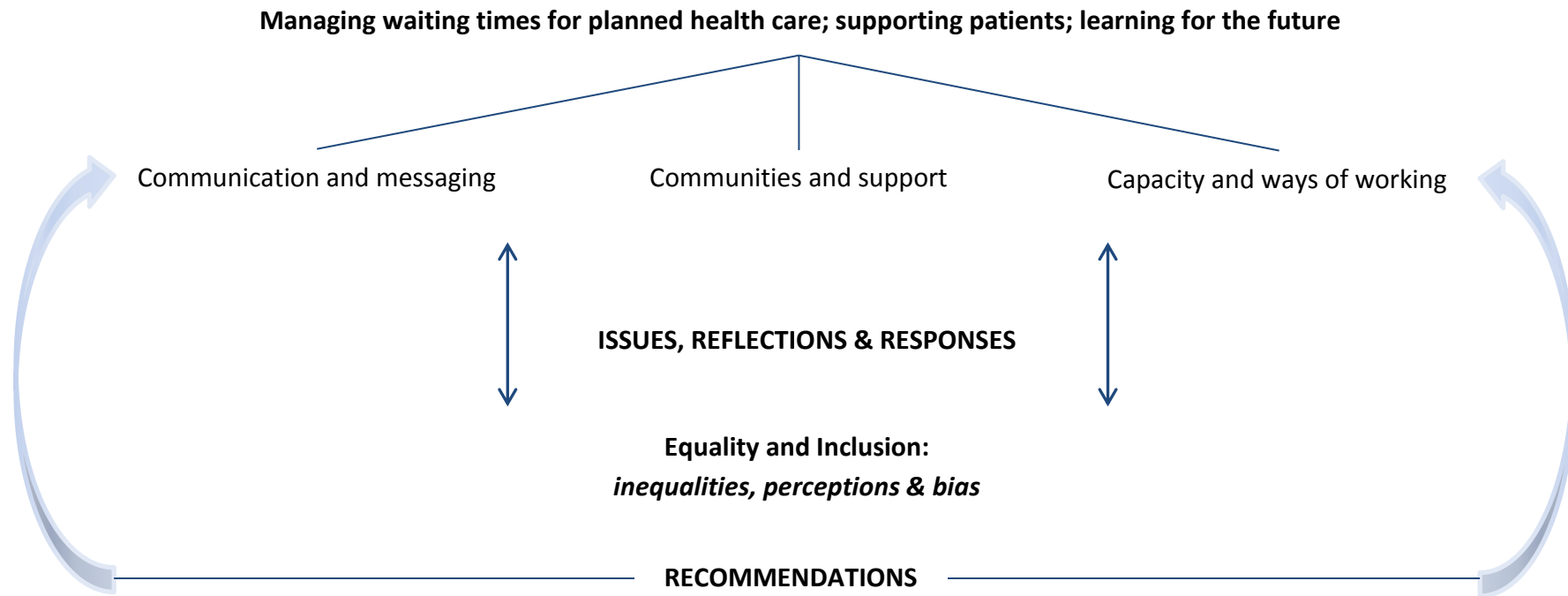
Cllr Helen Holland Cabinet Member, Adult Social Care; Co-Chair of the Health & Wellbeing Board

Findings

[Return to contents](#)

The diagram below is a visual representation of what the Working Group has found. Members organised the issues, reflections and responses that arose from the two evidence sessions into 3 key areas: (i) Communication and messaging, (ii) Communities and support, and (iii) Capacity and ways of working.

Members asked questions about patients’ support and managing waiting times for planned health care during the period of lockdown; and, as lockdown restrictions have been relaxed (although with a clear understanding guidance and rules may change quickly), there were reflections on what has worked well and what has been learnt to help increase resilience and generally improve patients’ experiences. Members appreciated the relationships and interconnectivity between the 3 key areas, demanding a holistic approach to analysis. Their recommendations are all framed and informed by issues of equality and inclusion.



Communication and messaging

[Return to contents](#)

Page 48

ISSUES	RESPONSES & REFLECTIONS
<ul style="list-style-type: none"> • Fear of catching Covid-19 in hospital has deterred some people from attending appointments. • Some information needs more clarity, and some should be more culturally or linguistically appropriate for minority groups. • There were reports of people having difficulties navigating the health system. • People still required support whilst face to face contact was reduced. • Limitations with digital communications, including vulnerable and older people had difficulty accessing digital platforms; and some households had limited access to resources due to lack of devices or broadband. 	<ul style="list-style-type: none"> • There is national guidance, public information and local public information about new safety measures, which included separate zones for patients with confirmed negative tests for accessing health care. • Face to face contact had been maintained where necessary (based on risk assessments); and for shielding patients there had been a special pathway, including clearer waiting areas for social distancing. • It was noted that clear, accessible, and more culturally competent communication was required. • Safety measures could prevent family members and carers attending consultations; Members heard that there could be more clarity around how this has been applied. • Patients’ feedback and stories were raised as an important source of learning; patients could utilise the Healthwatch share your views page. • Healthwatch document ‘North Somerset: stories of shielding or self-isolating, June 2020’ was identified as providing relevant recommendations for clear, age appropriate communication and guidance. • Members heard the Joint School App had supported patients waiting for orthopaedic surgery, replacing services otherwise disrupted by Covid-19. Specialist nurses had kept in contact with patients; and physio-therapy teams contacted patients to take them through the exercises to support them. • Members heard that devices with connectivity had been distributed to economically deprived households, although this was limited and further work was required to address digital poverty; and a need for coaching and training opportunities to use digital technology was recognised. <div data-bbox="1335 673 2060 986" style="border: 1px solid black; padding: 10px; margin-top: 20px;"> <p><i>“One of the important things to us is reassuring patients that they are safe coming into any of the NHS facilities, and how we are putting in place changes to make sure we can create as Covid secure environment for patients as possible”.</i></p> <p>Lisa Manson, Director of Commissioning, BNSSG CCG</p> </div>

Communities and support

[Return to contents](#)

Page 49

ISSUES	RESPONSES & REFLECTIONS
<ul style="list-style-type: none"> • There were reports of increased isolation and anxiety during this period. • An awareness of a ‘second pandemic’ of mental health. • Black, Asian, Minority Ethnic (BAME) communities were more likely to fear hospitals and preferred community-based services. • There was an identified risk of losing local accountability with the evolution to ‘Integrated care systems’ • Economic disadvantage had come more into focus during this period, with the risk of it becoming worse within the context of an expected economic downturn. 	<ul style="list-style-type: none"> • Public Health and BNSSG CCG co-chaired the mental health and well-being response cell, which took a systems approach (involving clinicians, front-line workers and people with lived experience) to respond to increased demand, including focus on intervention, prevention, and protecting capacity. This work was described as a ‘collaborative bid to address the second pandemic in mental health’. • It was noted that Social Prescriber Link Workers have played a vital role to help people navigate the health and social care system; and could free up capacity, including for GPs to focus on medical issues. • There had been a positive recognition that ‘health is made in communities’; and that personalised care had become ‘business critical’ for the NHS. • An approach to welfare and service provision which involved building relationships and enabling capabilities was identified as essential, which would avoid communities being ‘managed’ by way of top down transactional arrangements.³ • It was noted that the development of Integrated Care Systems demand a focus on local needs and democratic accountability. • Members were advised that there should be higher investment in community based resources; allocations should be more flexible to target areas of need; and that Covid financial support received by Public Health had been allocated to community development and health champions to reach those most in need. <div data-bbox="1402 639 2063 994" style="border: 1px solid black; padding: 10px; margin-top: 20px;"> <p><i>“It’s all about relationships; you can badge it as social prescribing link work, and you can badge it as humans talking to other humans; It’s about normalising that in a way that that makes it really straight forward and reduces barriers.”</i></p> <p>Rhian Loughlin, Regional Learning Coordinator for Social Prescribing (South West)</p> </div>

³ Members were recommended [Hilary Cottam’s ‘Radical Help’](#) which includes principles and ideas grounded in on [Cottam’s relational welfare](#) approach, including the importance of relationships and capabilities.

Capacity and ways of working

[Return to contents](#)

Page 50

ISSUES	RESPONSES & REFLECTIONS
<ul style="list-style-type: none"> Existing NHS problems exacerbated by Covid-19, including staff shortages. Covid-19 caused a dramatic fall in planned care to save beds and ICU capacity. Promoting Covid safety has placed huge restrictions on the NHS and created a lack of capacity. A greater demand on primary care and adult mental health services within the recovery phase is expected. Upcoming winter pressures, including flu demands, require strong planning taking into account the extra impact Covid-19 would create. 	<ul style="list-style-type: none"> Waiting lists were intensified due to fear associated with Covid-19 and a requirement to shield for 2 weeks either side of an operation impacting child care and employment, leading to some not attending. It was noted that patients who had not engaged in elective treatment weren't referred back to their GPs and so remained on the waiting list. Whilst routine surgery was stood down, medical staff were trained to work differently; many anaesthetists and surgeons were trained to support medically ill patients. The mobilisation of 'whole system' 'out of hospital' service approaches ('Home-First') during this period was positive, and could address a discharge system that has had challenges. There had been a positive development of locality-based community health, care and wellbeing services. An increase and deepening of partnership working across the system and with the voluntary sector was noted. The contribution of private hospitals was limited, as they relied on surgeons and anaesthetists from NHS, not adding to workforce capacity. The status of health and social care workers increased; this should be built on to make the recruitment more attractive, helping to build capacity. <div data-bbox="1408 472 2063 778" style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p><i>"Infection control measures have meant reduced capacity within the acute sector, and it is likely the much attention will still need to be paid to the challenges of upcoming Covid-19 waves"</i></p> <p>Hugh Evans, Director, Adult Social Care, Bristol City Council</p> </div> <div data-bbox="1323 962 2063 1318" style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p><i>"Although Covid has been very stressful for everybody, there has been a tremendous amount of transformation that has occurred in a matter of weeks; the deepening relationships and the working arrangements we have got in place will now stand us in good stead".</i></p> <p>Mark Smith, Chief Operating Officer, University Hospitals Bristol and Weston NHS Foundation Trust</p> </div>

Equality and inclusion

[Return to contents](#)

ISSUES	RESPONSES & REFLECTIONS
<ul style="list-style-type: none"> • Communication and guidance was difficult to understand for some people. • Not all households have access to the internet. • Older people have found it difficult to access digital platforms. • Health inequalities persist in the city. • Gaps in data, including ethnicity and mental health. 	<ul style="list-style-type: none"> • It was noted that clear, accessible, and culturally competent communication of information was required. • Members’ heard about the national information standard where every hospital records how a patient prefers to receive information, recognising not everyone has access to the internet or is able to use it. • It was noted that devices with connectivity have been distributed to economically deprived households, although this was limited and required further work to address digital poverty. • Coaching and training opportunities to use digital technology were needed to enable access. • Members were advised that community organisations need to be supported during this period to help bring about culturally competent responses and services; and be adequately resourced. <div data-bbox="1626 571 2063 1165" style="border: 1px solid black; padding: 10px; margin-top: 20px;"> <p><i>“We know that the contribution of unhealthy weight, smoking, and underlying health conditions have created much higher risk factors in some groups; and whether its Covid or not, if we can address those risk factors in our population, which we all know are associated with inequality, then we will improve health outcomes across the piece”</i></p> <p>Christina Gray, Director, Public Health, Bristol City Council</p> </div>

Summing up

[Return to contents](#)

Despite an array of national and local guidance and information about Covid-19, the Working Group heard that some people have either been unable to access it or it has lacked clarity. Members found that health providers have clearly worked hard to reassure patients, and they have implemented complex changes, including special pathways for vulnerable patients, in a quick and efficient manner. Regardless, and although there have been recent improvements, a great deal of people stayed away due to fear and anxiety of catching Covid-19 in hospital, and decided to not attend their elective care appointment. The huge increase in numbers on the waiting list is partly a result of this with hospitals preferring, for better outcomes for patients, to keep them on the list rather than referring back to GPs due to missed appointments.

It was noted that people from Black, Asian, Minority Ethnic (BAME) communities, and especially Black people, felt inclined to avoid hospital visits due to fear of catching Covid-19, within the context of the knowledge Covid-19 has disproportionately affected BAME communities, with people from Black ethnic groups most likely to be diagnosed, and that death rates from Covid-19 had been highest among people of Black and Asian ethnic groups.⁴ Members heard that there was a clear need for a more culturally competent approach to communications and information. Although Covid-19 has shone a light on the need for more cultural competency (as it has also highlighted all structural inequalities), it is relevant and important not just for communications, but for all future policy and service development to ensure health care is available and responds to the needs of the diverse communities across the city.

The Working Group also heard that people with disabilities were also likely to be more fearful of hospitals and preferred community based services. This may be tied to a greater risk in contracting Covid-19 due to extra barriers to social distancing and implementing hygiene measures, including access to regular hand-washing.⁵ Due to the fact the largest disparity in how the national population has been affected by Covid-19 was by age⁶, it was noted clear and accessible information for older people was vital, as well as ensuring hospital and community services were accessible.

“People will be worried and frightened; good care at the moment means someone being in touch with that person to make sure that they are ok, they know what’s happening and there is care put in place; it’s a worrying and, for some a very painful time, while they wait.”

Ruth Thorlby, Assistant Director (Policy), The Health Foundation

As face-to-face contact needed to be reduced, online communications and service provision was introduced, which although broadly successful, Members were advised about limitations with digital communications including that vulnerable and older people found it difficult to access services on digital platforms; and some households had limited access to online resources due to lack of devices and/or broadband. Face-to-face contact, as well as other methods of communication, was therefore flagged as important for people. Members

⁴ [Public Health England \(2020\), ‘Disparities in the risk and outcomes of COVID-19’](#)

⁵ [World Health Organization \(2020\) ‘Disability considerations during the Covid-19 outbreak’](#)

⁶ [Public Health England \(2020\), ‘Disparities in the risk and outcomes of COVID-19’](#)

heard about the national information standard where every hospital records how a patient prefers to receive information, recognising not everyone has access to the internet or is able to use it.

Members were advised, therefore, that digital solutions to mitigate disrupted services due to Covid-19, including the '[Joint School App](#)' which supported patients waiting for orthopaedic surgery, were just one element of supporting patients needing to wait longer who may be concerned and in pain. Specialist nurses had kept in contact with patients and physio-therapy teams had contacted patients to remotely take them through exercises to support them.

“There has been very good close contact with our specialist nurses; a lot of our physio-therapy teams have been contacting patients and taking them through the exercises as well. So, although there are lots of people using it, it’s not just all about the app”.

Evelyn Barker, Chief Operating Officer, North Bristol NHS Trust

Elected Members acknowledged the work of Healthwatch, which helped inform the Working Group about the needs, experience and concerns of patients across the area. Recommendations from recent research based on peoples experiences of shielding and self-isolating were reflected upon and it was noted that learning could be applied to Bristol, and Members supported Healthwatch recommendations, including that communication and guidance should be clear and age appropriate.⁷

The Working Group heard that there is an awareness of a ‘second pandemic’ – that of mental health; that is, people have presented with increasingly poor mental health, anxiety and trauma, and Members were advised a rise in demand of mental health services was expected. Health providers’ and the Council’s response involving clinicians, front-line workers and people with lived experience, with focus on intervention, prevention, and protecting capacity, was flagged as an example of what could be achieved in collaboration with shared purpose.

“We need to prepare for the scenario that those communities who have been hardest hit by Covid will be hardest hit by second pandemic of mental health.”

Rhian Loughlin, Regional Learning Coordinator for Social Prescribing (South West)

Concern was raised about the risk of losing local accountability within the context of the evolution of Integrated care systems, although Members heard that if utilised correctly a more collaborative approach was possible with community care organisations. Members were advised that there has been a positive recognition within the NHS that ‘health is made in communities’; with a strong focus on personalised care and agency of individuals and communities. Members thought that there should be higher and targeted investment in

“We felt that involving community organisations and local groups was a really key part of helping to ensure those people who are isolated and those without internet access could be reached; and [Volunteer NHS Responders](#) who didn’t play a huge part in the initial community involvement could be utilised more in the future”.

Vicky Marriott, Area Manager, Healthwatch Bristol, North Somerset & South Gloucestershire

⁷ [Healthwatch \(2020\), ‘Shielding stories – an insight into how vulnerable people coped in North Somerset’](#)

community based resources; and they were advised that this was happening in Bristol with Covid financial assistance allocated to community development and health champions to reach those most in need.

The role of Social Prescriber Link Workers was highlighted as vital to help people navigate the health and social care system; they could not only free up capacity and remove barriers (such as arranging transport for ill and vulnerable people), but also help enable a relational approach⁸ to services and welfare, avoiding communities being ‘managed’ by way of top down transactional arrangements. Members were advised that there had been a positive development of locality-based community health, care and wellbeing services.

Maintaining some capacity within the context of responding to Covid-19 was a huge challenge. The Working Group heard that promoting Covid safety placed wide-ranging restrictions on health providers and created a lack of capacity. Members heard that with challenges came opportunities, and acceleration and strengthening of partnership working across the system and with the voluntary sector was noted. Examples of how deepened partnership working created efficiency included, during this period, the mobilisation of ‘whole system’ ‘out of hospital’ service approaches (‘Home-First’), which, Members were advised, could address a discharge system that has had profound challenges.

“One of the highlights is how quickly we have been able to adapt, pivot and work differently.”

Cllr Asher Craig, Deputy Mayor, Communities, Equalities and Public Health

Members were advised that the Nightingale Hospital, converted from the Exhibition and Conference Centre at the University of the West of England to address the risk of lack of capacity for intensive care beds, would be re-purposed unless a second wave demanded use. Re-purposing options had yet to be agreed, but included use for diagnostics, ‘step-down’, and/or training facilities – all assisting with building capacity.

The expertise, dedication and flexibility of the workforce across social care and NHS settings was highlighted and commended. Members heard that whilst routine surgery was stood down, medical staff were trained to work differently, including anaesthetists being trained to support medically ill patients and trained to work in intensive care. Members were told that the contribution of private hospitals was limited due to the reliance on NHS surgeons and anaesthetists not adding any workforce capacity.

“There’s a really important piece about making sure those health and care jobs look attractive to young people and to returners”

Cllr Helen Holland, Cabinet Member Adult Social Care; Co-Chair of Health & Wellbeing Board

The workforce had received a positive profile during this period, and it was noted that the status of health and social care workers increased. Members agreed that this should be built upon to make recruitment more attractive, helping to build more capacity.

⁸ An approach to welfare and service provision which involves building relationships and enabling capabilities. Members were referred to [Hilary Cottam’s ‘Radical Help’](#); see also [Cottam’s relational welfare approach](#).

The Working Group heard how the pandemic had shone a light on structural inequalities across society, which makes the task of enabling equitable and timely access to appropriate care, whilst ensuring people are supported, more difficult, and so a focus on community-led provision according to the needs of local communities, cultural competency, economic disadvantage and health inequalities were called for.

Recommendations

[Return to contents](#)

The Health Scrutiny Working Group recommends that;

1. Health partners should work with the Council to consider how guidance about keeping safe and well and information about elective care appointments could be more easily understood, and more accessible to everyone. This should involve consulting with the Race Equality Covid-19 Steering Group, community groups, Healthwatch and social prescribers to better understand the needs of Bristol's diverse communities and increase the cultural competency of information provision.
2. The Council should work with city partners to place a greater focus on tackling the digital divide, and explore options that would enable every household to have equitable access to the internet.
3. BNSSG CCG and the Council should build on the recognition that 'health is made in communities', and so should further invest in community-led provision, including supporting local assets and expertise such as social prescribers and community pharmacies.
4. Preparations for the 'second pandemic' of mental health should be prioritised by health partners and the Council in terms of building capacity to meet increased demand as well as a focus on prevention. The systems approach being developed was commended as a good example of collaborative work between the Council and health partners and this should be built upon, taken forward, and an update of progress brought to by the Health Scrutiny Committee in 2021.
5. Healthier Together and its constituent parts should explore ways to make recruitment to health and care roles more attractive, helping to build more capacity. The expertise, dedication and flexibility of the workforce across social care and NHS settings was highlighted and commended, and arrangements should be made to ensure the work force is supported and able to manage increased demand in the future.

6. The feedback from patients was extremely useful, although better value could be gleaned by enabling more responses and a wider and more representative range of views across Bristol's diverse communities. Healthier Together should, therefore, explore ways to extend the patients' voice in future service developments of health care; and Healthwatch should be supported to build better representation of Bristol's communities within its valuable insights.
7. The positive role of volunteers and mutual aid groups during this period should be learnt from and the Council ought to explore further ways of supporting them.
8. Covid-19 has shone a light on structural inequalities, and so the Council's and health partners' response and recovery planning should build on the current focus on tackling underlying causes of health inequalities and ways to better enable equitable access to health care, no matter people's economic or ethnic backgrounds. This requires utilising the insight and expertise of the Health & Wellbeing Board, as well as local community groups, Healthwatch and national organisations including the Health Foundation. Also, this requires Healthier Together partners to investigate and agree a strategy to increase cultural competency across health care provision, and should ask the Race Equality Covid-19 Steering Group for advice.
9. Through robust data collection, Healthier Together should continue to reflect on known disparities in the risks and outcomes of COVID-19⁹ to help gain an understanding of the disproportionate effects on BAME communities. The BNSSSG CCG report 'Impact of COVID-19 and lockdown on health inequalities and steps that need to be taken to address this in BNSSG'¹⁰ should also be referred to and built on, and the Health and Wellbeing Board ought to be supported to identify how health inequalities effect Bristol's diverse communities, building knowledge, preventative strategies, and resilience for the future.
- 10a. This report should be considered at the Health & Wellbeing Board and be brought to the Healthier Together Executive and the Bristol, North Somerset & South Gloucestershire Clinical Commissioning Group Governing Body for response.
- 10b. The development of plans to manage waiting lists and support patients within the context of the impact of Covid-19 and to build resilience for the future should be considered by the Health Scrutiny Committee at the next meeting of the Health Scrutiny Committee in 2021, and there should be a review on the 2021-22 work programme.
- 10c. The scope of the Working Group did not allow time to explore the developments of testing and a Test and Trace system. Due to the importance of a robust Test and Trace system, and that there have been developments which may provide more local control (although this is not certain at the time of publication), an update should be brought to the Health Scrutiny Committee in 2021.

⁹ [Public Health England \(2020\), 'Disparities in the risk and outcomes of COVID-19'](#)

¹⁰ [BNSSG CCG \(2020\) 'Impact of COVID-19 and lockdown on health inequalities and steps that need to be taken to address this in BNSSG'](#)

Cllr Massey and all the Members of the Health Scrutiny Working Group (listed below) would like to thank all those who submitted evidence and participated in the Evidence Sessions, sharing their knowledge and experience, which has helped provide valuable scrutiny.

Health Scrutiny Working Group

Cllr Brenda Massey (Chair)

Cllr Celia Phipps

Cllr Eleanor Combley

Cllr Gill Kirk

Cllr Harriet Clough

Cllr Paul Goggin

Cllr Chris Windows



Health Scrutiny Working Group Report

Access to planned health care within the context of Covid-19 response and recovery planning - Report of the Health Scrutiny Committee (Sub-Committee of the People Scrutiny Commission), Bristol City Council

28th October 2020

Contact: scrutiny@bristol.gov.uk



Decision Pathway - Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 December 2020

TITLE	Year 7 East Central Sufficiency – 6 th Form Proposal for Cabot Learning Federation (CLF)		
Ward(s)	East Central		
Author: Alison Hurley	Job title: Director, Education and Skills		
Cabinet lead: Cllr Keen	Executive Director lead: Jacqui Jenson		
Proposal origin: BCC Staff			
Decision maker: Cabinet Member			
Decision forum: Cabinet			
Purpose of Report:			
Approval request to:			
<ul style="list-style-type: none"> To inform Cabinet of the proposed solution for meeting Year 7 sufficiency in East Central for 2021/22 To secure approval to invest £4.5m of Education Capital funding towards the development of a permanent 6th form centre for Cabot Learning Federation (CLF) To agree to support the strategic intent for CLF to build a permanent 6th Form Centre in BS5 			
Evidence Base:			
Urgent school places for Year 7 students, in the East Central area of Bristol, for September 2021, are required due to the delay in the finalised planning consent of the new free secondary school as part of the Temple Quarter Development.			
On 17 th September 2020, the Department for Education (DfE) confirmed that the Oasis Academy Temple Quarter School will not be opening in temporary accommodation for September 2021. This decision has been taken due to the ongoing uncertainty regarding planning consent for the permanent scheme, the lack of a viable temporary site which could be delivered for next year, and the need for the LA to confirm school places for parents and children ahead of the upcoming admissions window. (see Appendix A)			
Due to increased demand in Year 7 places in previous years, there is no capacity to expand or provide ‘bulge’ provision without creating temporary accommodation on the sites of existing secondary schools in the area. The cost of placing temporary solutions for 2021-22 would be circa £4.5m.			
The proposal is to relocate the majority of CLF Post 16 students from Bristol Brunel Academy (BBA) and John Cabot Academy (JCA) into an existing CLF academy in South Gloucestershire. This move would enable approximately 138 additional Year 7 places to be made available in September 2021 and make a significant contribution to the current shortfall. By avoiding the need to build temporary solutions, the ability to deliver a solution for 2021 is secured.			
CLF’s strategic ambition is to create a permanent Post 16 offering within BS5, and the temporary arrangements for 2021-22 would support this development, using the £4.5m as an investment in a permanent solution as opposed to temporary.			
The following additional commitments have been agreed in principle:			
<ul style="list-style-type: none"> The transfer of the fire station site adjacent to Bristol Brunel Academy from BCC to CLF via a 125 year lease. 			

Transfer date to be agreed. The council is progressing an 'Agreement to Lease' for the Speedwell Fire Station site. This will formalise the terms on which the transaction would take place. Strategic Property Officers have been instructed on this in preparation.

- To provide official support for setting up a Post 16 provision on that site serving BS5 and the wider area, with a view to providing support for a future Significant Change or Free School bid.
- The council commits to reviewing additional capital contributions, after future basic need funding has been announced, alongside other strategic basic need education priorities. CLF is required to actively work to identify and secure capital funding streams to meet any deficit in funding.

Sufficiency The Local Authority has a statutory duty to ensure there are sufficient school places within Bristol (Education Act 1996 Section 14(1)). The city previously experienced a dramatic rise in primary school pupil numbers which are now impacting on secondary schools. A number of schools have been expanded and the new Trinity Academy free school opened in 2019. Further free schools were approved by the Department for Education (DfE) to serve the East Central and South areas.

The East Central area has already seen a large increase in demand for secondary school places and delays in delivering Oasis Academy Temple Quarter mean that there have been more pupils seeking a place than places available for the past 3 to 4 years. In order to allow the LA to fulfil the statutory duty to provide places, existing schools have agreed to take more pupils than their Published Admissions Number (PAN). The main 3 schools serving East Central are Bristol Brunel Academy (BBA), Bristol Metropolitan Academy (BMA) and City Academy. Fairfield High and Cotham also admit significant numbers of pupils living in East Central, although they are located in North. Bristol Cathedral Choir School, Colston's Girls' School, and St Mary Redcliffe and Temple School have admissions policies which mean some pupils are admitted from East Central.

BBA, BMA and City Academy belong to Cabot Learning Federation (CLF) and officers have worked closely with trust each year to ensure the additional places required, as a result of the delay to Oasis Academy Temple Quarter, are available.

All 3 schools agreed to take pupils above PAN. BBA and BMA agreed to take more pupils in 2018, 2019 and 2020 and City Academy in 2019 and 2020. There has been some capital investment to ensure there is sufficient accommodation at BBA and BMA but this is only sufficient for the pupils already in attendance. Further pupils cannot be admitted in September 2021 without further capital works.

The statutory School Admissions Code sets out the timetable for parents to apply and offers of places to be made for pupils transferring to secondary school. For pupils starting secondary school in September 2021, parents had to apply by 31 October 2020 and the LA must make an offer of a place for every child on 1 March 2021.

Before making offers the LA must be confident that there will be enough space to accommodate the pupils. Discussions with CLF for September 2021 (and possibly 2022) have highlighted a number of issues including lack of further opportunities to adapt existing spaces and the potential costs of additional buildings for what, should be, a temporary bulge that will not be required when the new school opens.

The projected shortfall (the difference between the number of places within the PAN at schools in East Central and the projected demand for places) is approximately 170.

CLF have suggested that by relocating the majority of CLF Post 16 students from BBA and John Cabot Academy into an existing CLF academy in South Gloucestershire and utilising space within City Academy, approximately 138 additional Year 7 places to be made available and make a significant contribution to the current shortfall.

It should be noted that the increase in demand for Year 7 places is citywide. A smaller shortfall of places is projected in North, even with Trinity increasing from 120 to 180 places for 2021. In South Bristol there are projected to be just

enough places but this will not be known precisely until the number of pupils being offered places in neighbouring LA areas is known. This means that there is not the option of offering children from East Central places in other areas.

Capital Cost - In September 2020 Cabinet approved an investment of basic need capital grant to address a shortfall of places and poor quality buildings within the Special Education Needs and Disabilities (SEND) sector. That decision approved £15.6m of basic need capital grant currently held by the Council to be available for investment in the SEND estate. This has been supplemented by £967,000 education building condition grant in 2020 providing a total of £16,567,000. The Education Capital Team and Education & Skills were tasked with securing the remaining budget of £12,133,000 in order to complete the proposals.

The £4.5m cost to manage the consequence of the DfE not opening the new secondary Free School for the East in 2021 will come from the Council's existing basic need capital grant funding that is currently allocated to SEND projects. The proposed sources are:

£2,258,119	Claremont Temporary Accommodation
£795,767	Claremont redevelopment
£1,446,114	Hawking House
£4,500,000	Total

These capital budgets will be backfilled when new basic need capital funding is announced by the DfE currently expected in March 2021. Spend for these projects is forecast in future years. If anticipated future basic need grant does not become available for any reason these projects can be paused to align with new funding timeframes.

The Impact of 'ring fencing' £4.5m for securing additional temporary mainstream places and long term post 16 capacity is:

- No impact on project development as the spend for year 1 and 2 is £11.5m meaning there is sufficient capital grant
- The value of capital sum to be secured for SEND proposals in future years will be increased by £4.5m
- Potential delay in delivering SEND projects (subject to new funding opportunities)
- Potential early delivery of Post 16 education strategic objectives
- Securing additional capacity in 2021 to ensure Council statutory obligations to deliver sufficient school places are met

The capital will be ring fenced subject to completion of a funding agreement between the Cabot Learning Federation and the Council. The funding agreement will ensure no risk is transferred onto the Council and will ensure there is no legal obligation for the Council to fund or secure all the funding for the entire development. In the event that full funding for the scheme can't be secured a long stop date will be set that would see the expiration of the agreement and any obligations.

Cabinet Member / Officer Recommendations:

That Cabinet

1. Approve capital grant funding of £4.5m towards the development of a permanent 6th form centre for Cabot Learning Federation from the sources identified in the report, subject to a funding agreement between the Council and Cabot Learning Federation.
2. Authorise the Executive Director People in consultation with the Cabinet Member Educations Skills to enter into a grant agreement with Cabot Learning Federation to spend the funding.
3. Approve investigation of CLF and DfE funding options to secure the remainder of the project cost for a permanent 6th form (including the free school route), with no obligation to deliver.

Corporate Strategy alignment:

1. Fair & Inclusive - Improve educational outcomes and reduce educational inequality, whilst ensuring there are

enough school places to meet demand and a transparent admissions process.

City Benefits:

1. Ensure sufficiency demands for 2021/22 are met
2. Invest in strategic post-16 educational developments – increasing 6th form provision

Consultation Details:

1. Public Meeting 5th February 2020 on Oasis Temple Quarter Development
2. Sufficiency issues for 2021/22 – DfE, Regional Schools Commissioner’s office (RSC) & BCC - Ongoing internal meetings
3. Joint meeting with DfE, RSC’s office and representatives from BS5 Group – 1st October re 2021 sufficiency

Background Documents:

Children’s and Families Act 2014

<http://www.legislation.gov.uk/ukpga/2014/6/contents/enacted>

SEND Code of Practice 2015 (Stat Guidance)

<https://www.gov.uk/government/publications/send-code-of-practice-0-to-25>

Equalities Act

<https://www.legislation.gov.uk/ukpga/2010/15/contents>

Improving Bristol Post 16

<https://www.bristollearningcity.com/wp-content/uploads/2019/09/Post-16-Strategy-2019-24.pdf>

Revenue Cost	£	Source of Revenue Funding	
Capital Cost	£4.5m	Source of Capital Funding	
One off cost <input checked="" type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:

1. Finance Advice:

In order to meet the demand for Year 7 places in 2020/21 a Capital investment of £4.5m is required, this need for places was due to be met from the building of a new secondary school in the Temple Quarter Development which has been delayed, and the decision by DfE to not open this school in temporary accommodation. The cost of providing temporary places to cover this shortfall of places is £4.5m, this report is instead looking to invest this sum in a permanent solution by part funding the building of a post 16 provision by Cabot Learning Federation. The source of funding is our Basic Need Capital grant, this has already been committed against SEND projects so this will be diverted to this project. The £4.5m reduction in the SEND projects is being taken from future years spend so it is hoped that future Basic Need Grant will be awarded to replace this funding.

Finance Business Partner: Graham Booth – Finance Manager, Children & Education

Legal Advice:

Section 14 of the Education Act 1996 imposes a duty on the local authority to secure that sufficient schools for providing both primary and secondary are available for their area. The schools must be (sufficient in number, character and equipment to provide the opportunity of appropriate education for all pupils, the additional places will assist the authority in complying with that duty

Legal services will advise and assist officers with regard to the funding agreement.

Legal Team Leader: Sarah Sharland and Husinara Jones

3. Implications on IT: No anticipated impact to IT Services.

IT Team Leader: Simon Oliver 18/11/2020		
4. HR Advice: Currently the report has no HR implications for Bristol City Council employees.		
HR Partner: Lorna Laing 18/11/2020		
EDM Sign-off	Jacqui Jensen	11/11/2020
Cabinet Member sign-off	Councillor Anna Keen	16/11/2020
For Key Decisions - Mayor's Office sign-off	Mayor's Office	02/11/2020

Appendix A – Further essential background / detail on the proposal A1. Oasis Temple Quarter letter to BCC from DfE A2. Sufficiency presentation	YES
Appendix B – Details of consultation carried out & proposed - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO



Department
for Education

Hannah Woodhouse
Regional Schools Commissioner for the South
West
2 Rivergate
Temple Quay
BS1 6EH

Councillor Anna Keen
Cabinet Member for Education and Skills
Bristol City Council

Dr Jacqui Jensen
Executive Director - People
Bristol City Council

Alison Hurley
Director, Education and Skills
Bristol City Council

17 September 2020

Dear Dr Jensen, Councillor Keen and Ms Hurley,

Your ref: Oasis Academy Temple Quarter Free School

We are writing to you following our recent discussions to confirm that the Oasis Academy Temple Quarter School will not be opening in temporary accommodation for September 2021. This decision has been taken due to the ongoing uncertainty regarding planning consent for the permanent scheme, the lack of a viable temporary site which could be delivered for next year, and the need for the LA to confirm school places for parents and children ahead of the upcoming admissions window.

We previously advised that the Department can only pursue opening the new school in temporary accommodation once there is certainty of delivery for the permanent scheme and planning permission has been secured. Historically, opening schools in temporary accommodation prior to securing planning for the permanent site has resulted in a number of schools being accommodated in temporary accommodation with basic facilities for long periods of time with no certainty around when a permanent building will be available. This does not provide the best experience for the students.

As planning permission has not yet been secured, a provisional opening date has not been confirmed for Oasis Academy Temple Quarter. Unfortunately planning permission for the permanent scheme has faced numerous delays due to the complexity of the site and an outstanding objection from the Environment Agency (EA). Whilst Bristol City Council's (BCC) planning committee has resolved to grant permission for the scheme, planning permission has not yet formally been granted. The Environment Agency objection has resulted in the application being referred to the Secretary of State (SoS) for Housing, Communities and Local Government (MHCLG) for a decision. MHCLG are currently in the process of issuing an "Article 31 Holding Direction", which provides the SoS with additional time to review the proposal and may delay the decision by a number of weeks. If the Minister opts to 'call in the scheme', this will result in a lengthy Public Inquiry. Timescales associated with this process are currently unknown.

Alternatively, if the Holding Direction is lifted and the Minister directs BCC to issue the planning permission, there are still two hurdles to overcome. First, the legal agreement (Section 106 Agreement) needs to be completed and signed by all parties with an interest in the site. Secondly, once the permission has been issued, there is a Judicial Review period, which lasts 6 weeks, during which a third party could challenge the issue of the permission.

If planning permission is secured for the site, there remain other potential risks to the project timeline. These include works by Square Bay, who are a third-party developer, and involve demolition work and full site remediation. Furthermore, the construction works associated with the school and listed boiler shed are complex and are yet to be fully market tested by the Department's framework contractor. The Department will continue to work closely with the developer Square Bay and the proposed school contractor to mitigate and monitor these risks.

Due to the continued uncertainty and risks regarding planning for the permanent scheme and site construction, the Department cannot commit to opening the school in temporary accommodation at this time.

Over the last two years, Free Schools Capital colleagues have explored at least 25 sites for potential temporary accommodation and feasibility studies have been conducted on the most viable sites to ascertain the deliverability of a 2021 opening date. Unfortunately, the outcome of this investigation was that none of identified sites were viable for a 2021 opening. This is due to a number of risks associated with the individual sites which impact the delivery programme and the significantly compressed timescales for completion next year. The Department will now explore opening the school in temporary

accommodation for September 2022, subject to securing planning permission for the permanent site.

We would like to thank LA colleagues for your positive and collaborative engagement with the Department on this matter. The Department is committed to supporting and working with BCC as you implement your plans to provide additional secondary places to meet basic need next year.

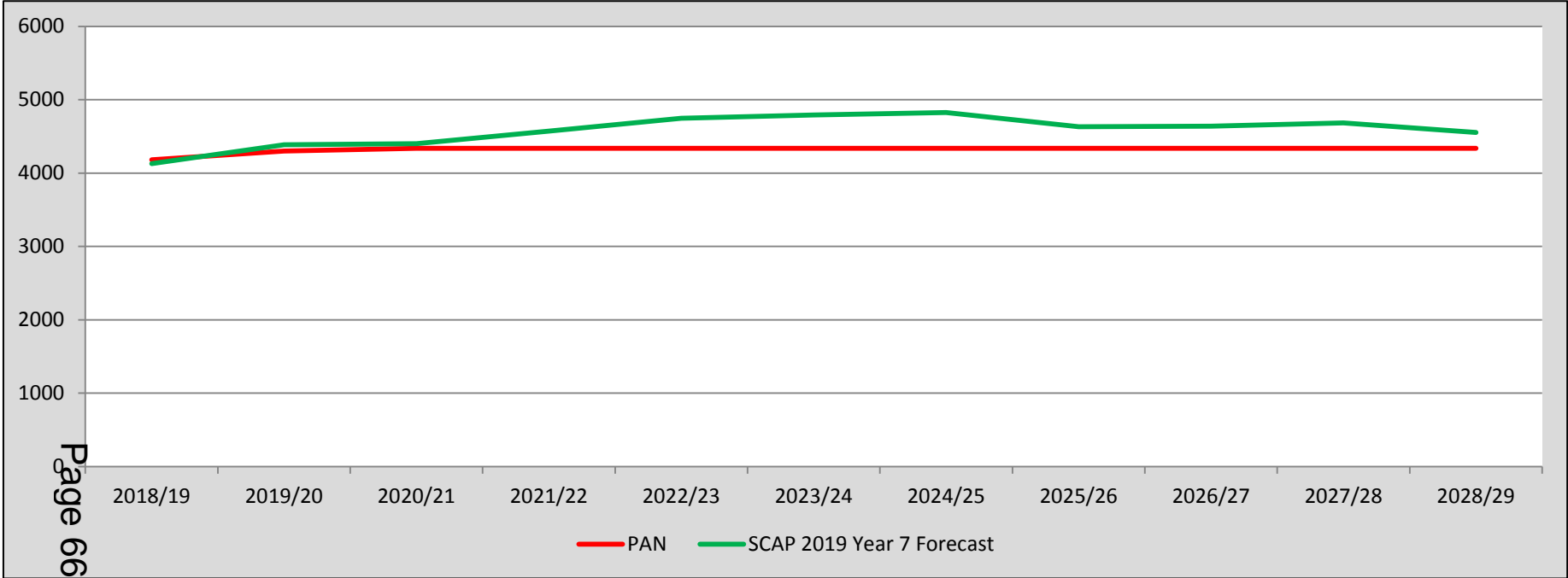
Kind regards,



Hannah Woodhouse

Regional Schools Commissioner for the South West

Secondary - Citywide



Page 66

BCC School Place Planning July 2019

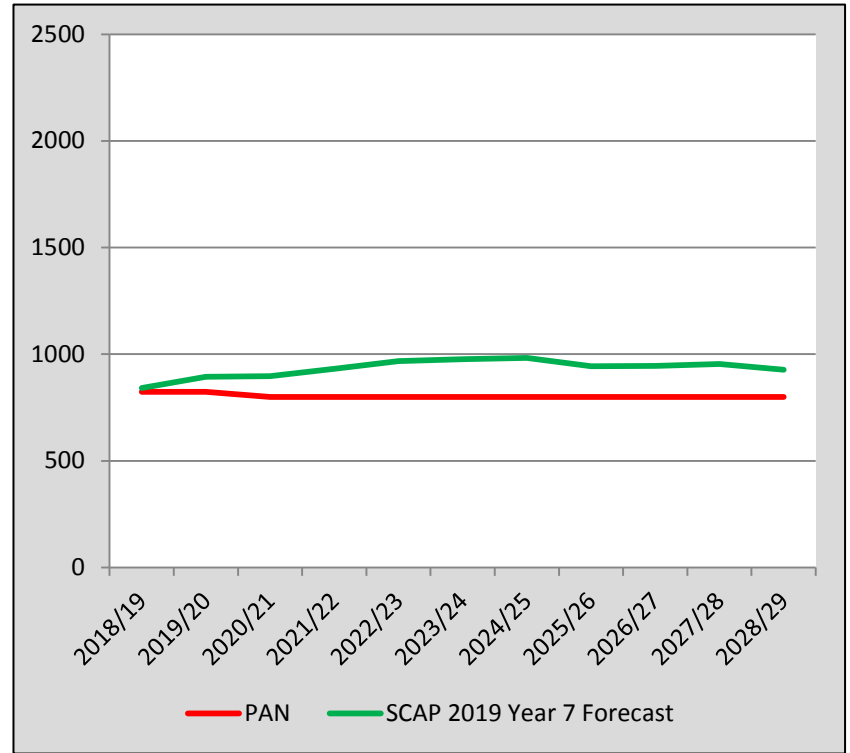


	PAN	SCAP 2019 Year 7 Forecast
2018/19	4,182	4,128
2019/20	4,302	4,387
2020/21	4,337	4,402
2021/22	4,337	4,573
2022/23	4,337	4,748
2023/24	4,337	4,793
2024/25	4,337	4,825
2025/26	4,337	4,633

Secondary – East Central

Establishment	PAN 2018/2019	NOR Jan 2019
Steiner Academy Bristol	52	45
The City Academy Bristol	195	197
Bristol Brunel Academy	232	232
Colston's Girls' School	165	168
Bristol Metropolitan Academy	180	199

BCC School Place Planning July 2019



Page 67

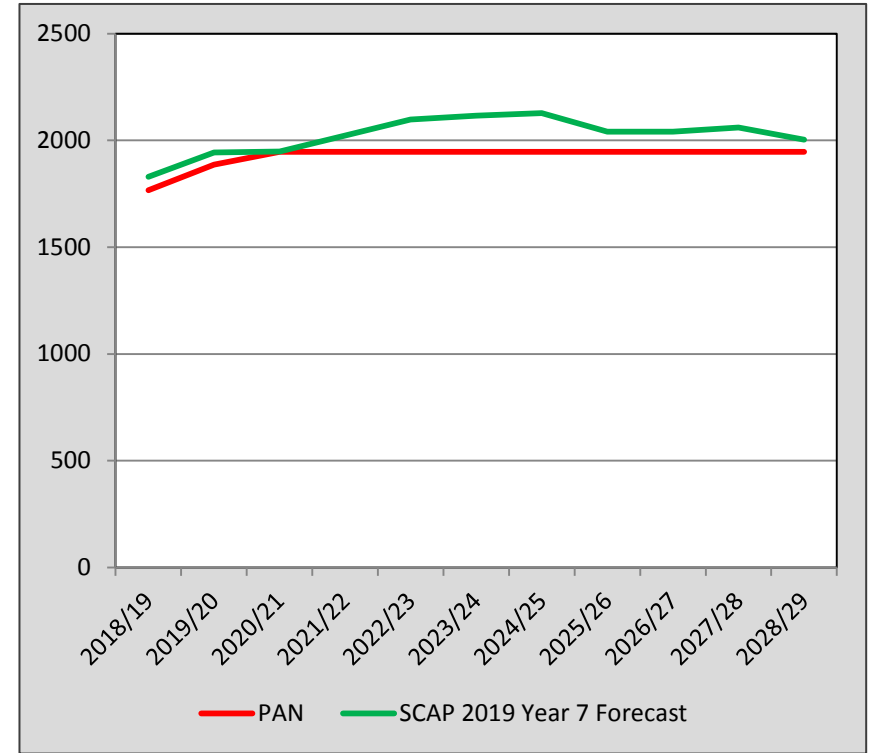


8010015	PAN	SCAP 2019 Year 7 Forecast
2018/19	824	841
2019/20	824	894
2020/21	799*	897
2021/22	799	932
2022/23	799	967
2023/24	799	976
2024/25	799	983
2025/26	799	944

*Colston's Girls' School PAN returning to 140 from 2020/21

Secondary - North

Establishment	PAN 2018/2019	NOR Jan 2019
Bristol Free School	200	201
Orchard School Bristol	185	213
Blaise High School (formerly Henbury School)	189	185
Cotham School	243	243
Fairfield High School	216	223
St Bede's Catholic College	207	209
Redland Green School	216	232
Bristol Cathedral Choir School	150	152
Oasis Academy Brightstowe	160	171
CST Trinity		



BCC School Place Planning July 2019

Page 68



8010016	PAN	SCAP 2019 Year 7 Forecast
2018/19	1,766	1,829
2019/20	1,886*	1,944
2020/21	1,946**	1,950
2021/22	1,946	2,026
2022/23	1,946	2,104
2023/24	1,946	2,124
2024/25	1,946	2,138
2025/26	1,946	2,053

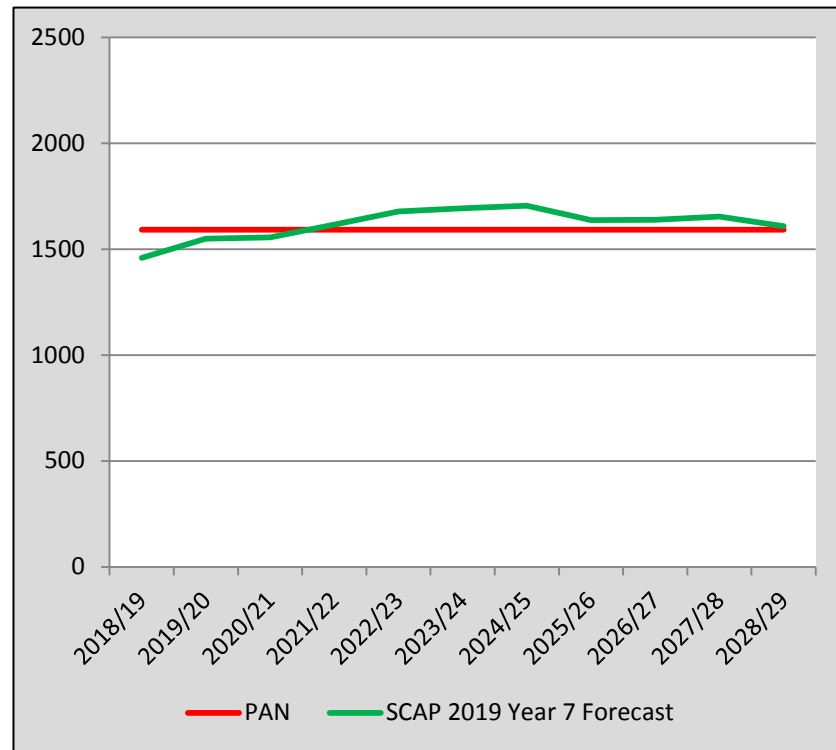
*CST Trinity Opening
PAN 120
**CST Trinity PAN
Increasing to 180

Secondary - South

Establishment	PAN 2018/2019	NOR Jan 2019
Bridge Learning Campus	180	121
Oasis Academy Brislington	270	204
Ashton Park School	216	223
Bedminster Down School	216	220
St Mary Redcliffe and Temple School	216	219
St Bernadette Catholic Secondary School	150	151
Merchants' Academy	182	141
Oasis Academy John Williams	162	179

BCC School Place Planning July 2019

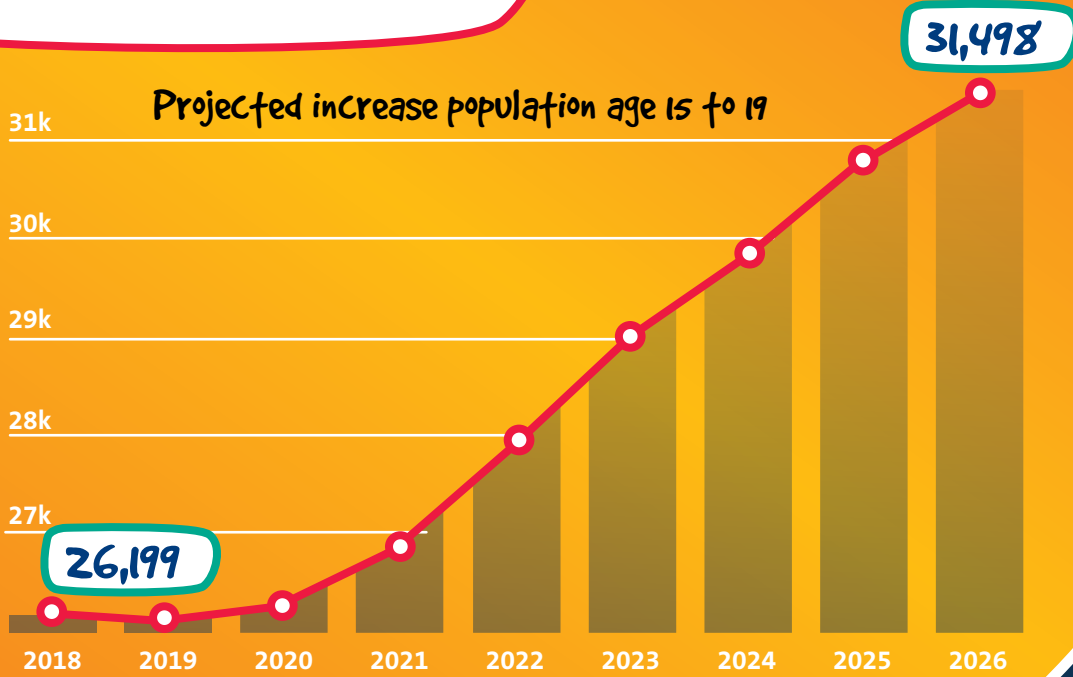
Page 69



8010017	PAN	SCAP 2019 Year 7 Forecast
2018/19	1,592	1,458
2019/20	1,592	1,549
2020/21	1,592	1,555
2021/22	1,592	1,615
2022/23	1,592	1,677
2023/24	1,592	1,693
2024/25	1,592	1,704
2025/26	1,592	1,636

Projected increase of Bristol Post 16 Population

Source: 2016-based Sub-national Population Projections, ONS



Implications for Post 16 Future Planning

The table below is the current 16/17 academic age cohort analysed by type of provider including Bristol and out of area provision. This cohort includes young people with a Bristol home postcode as of May 2019. We have shown the potential capacity need based on the projected 17.5% growth within the 15 – 19 year old population. Moving towards a more strategic and coordinated approach will require consideration of the desired capacity over the next 3-5 years and beyond.

Provider Type	Estimated Number on roll 2018_19*	Projected Increase in numbers on roll by 2026**	Capacity	Desired level
Bristol ALP post 16 provision	21	25	To be completed with input from local providers	
Bristol apprenticeship	338	397		
Bristol FE College	459	1714		
Bristol independent school sixth form	58	68		
Bristol independent training provider	239	281		
Bristol school Sixth form	2348	2759		
Bristol sixth form college	908	1067		
Bristol specialist school sixth form	48	56		
Bristol elected home education	12	14		
Out of area ALP post 16 provision	3	4		
Out of area apprenticeship	27	32		
Out of area FE college	935	1099		
Out of area independent training provider	3	4		
Out of area school sixth form	438	515		
Out of area Sixth form college	9	11		
Out of area specialist FE provision	9	11		
Grand Total	6857	8057		

Source: October 2018 school census and May 2019 NCCIS tracking data

What this data tells us:

- The 15 to 19 age range is set to see one of the largest increases in population across the city by 2026
- Based on current capacity in school sixth forms and sixth form colleges there will be a deficit in the number of places by 2026 for this provision type
- A significant number (1424) of Bristol young people travel outside of the city for their education in the Post 16 environment unless capacity outside the city is also increased the shortfall could put extra strain on the current “in city” provision
- The shortfall in capacity at school sixth form and sixth form College will undoubtedly put extra pressure on the rest of provision within and outside of the city
- The delivery range that the independent training providers offer can be a range of apprentice and FE study programme provision
- The offer of Specialist Post 16 provision includes independent Alternative Learning Provision, Special Education Needs, Hospital Education and young people who are resitting year programmes.

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	Year 7 East Central Sufficiency – 6th Form Proposal for Cabot Learning Federation (CLF)
Directorate and Service Area	People, Education and Skills
Name of Lead Officer	Alison Hurley

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

Inform Cabinet of the proposed solution for meeting Year 7 sufficiency in East Central for 2021/22

To secure approval to invest £4.5m of Education Capital funding towards the development of a permanent 6th form centre for Cabot Learning Federation (CLF)

To agree to support the strategic intent for CLF to build a permanent 6th Form Centre in BS5

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

1. Requirement for Additional Year 7 Places

Additional secondary school places are required to meet the statutory duty to ensure sufficient school places. The rising demand for secondary places follows a large growth in primary school numbers, with these pupils now moving into secondary, and a rise in the popularity of Bristol schools with fewer parents choosing schools outside of the city.

In East Central Bristol demand for places in Year 7 has already been rising and a new secondary school (Oasis Academy Temple Quarter) has been approved. This will be delivered through Central Government's Free School route and was expected to provide places from 2018/19. Delays to this project have impacted on the need to provide additional places at existing schools. The soonest that the new school will be available is 2022/23.

Year	Total Year 7 Admission Numbers (PAN)	Forecast Year 7 Demand
2020/21	824	890
2021/22	747	917
2022/23	747	956
2023/24	747	966
2024/25	747	974

Places and Projected Demand for Year 7 in East Central Bristol

In recent years, in order to meet the demand, additional places above the admission number have been offered at schools belonging to the Cabot Learning Federation (CLF), including Bristol Brunel Academy. In order to offer the required places for September 2021, BBA have proposed moving their post-16 students to another CLF site. The vacated space being used to accommodate the additional year 7 pupils.

Approximately 170 more places are needed in the area. If additional places cannot be secured locally, schools in other areas will need to be asked to take additional pupils. If those agree then there will be an impact on pupils needing travel across the city. However, there has also been increased demand in other areas and potentially there will be insufficient places for all pupils if the proposed solution is not approved.

2. CLF Post-16 Provision

The population of 15-19 year-olds in the city is forecast to rise from 21,199 in 2018/19 to 31,498 by 2026/27 (Post-16 Directory 2019). This will require more post-16 'school' provision in addition to other types of learning and training. The CLF proposal to develop a new 6th Form will help in meeting this rise in demand and provide a high quality learning environment for the East Central area.

- CLF have not yet identified a temporary location for the Post 16

students, therefore an equalities impact assessment is not yet appropriate. This will be completed as part of the consideration process when identifying suitable temporary locations

- If the permanent 6th form is developed on the Fire Station site, the majority of CLF's students, who will attend this provision, already reside in the BS5 area and a large proportion of the post-16 cohort is already taught at Bristol Brunel Academy, which is adjacent to the site

The council is due to receive a new basic need announcement in March 2021 for 2022/23. If the announcement is made in the spring 2021 and the value is in line with that received for 2021/22 then there will be minimal impact on delivery of the SEND capital proposals. If the announcement is delayed or for some reason less grant is awarded than estimated then individual projects can be paused while the additional funding is secured. This would have been the case, even in the scenario that we did not take out £4.5m to resolve this mainstream Year 7 issue, as the SEND cabinet approval requires the Council to secure an additional £12m in order to complete the project proposals. In this circumstance the additional capital required has increased to £16.5m. Council officers are working with the DfE to try and secure Basic Need Grant early so as to provide certainty to the Council and enable seamless delivery.

2.2 Who is missing? Are there any gaps in the data?

Under the School Admissions Code, parents have the right to express a preference for any state-funded school. In Bristol parents can express up to 3 preferences and a place will be offered at the highest preference school where the child qualifies for a place. Until the allocation process is complete precise numbers are not known.

The school admissions application process can only collect individual data that is required for the admission arrangements to be implemented. Information on protected characteristics of pupils and parents is not collected.

2.3 How have we involved, or will we involve, communities and groups that could be affected?

Engagement with parents and other stakeholders has been concentrated on the proposed new school, Oasis Academy Temple Quarter. This has included meetings with local parents from a particular action group and more open public meetings. A need to secure the additional places has been the core message of all discussion with parent groups.

CLF have informed all relevant students, parents and staff in relation to the proposals to re-locate post-16. Further engagement and consultation will follow if the plan progresses.

Proposals for SEND capital developments have been included in the widespread engagement with stakeholders in the Written Statement of Action response to the Ofsted Inspection of services for children and young people with special educational needs and disability.

- Assuming there is no substantial change to the funding of 'Basic Need' for mainstream places, we could expect an allocation of £9 – 9.5m for 2022 (due to be announced in March 2021).
- Currently in discussion with DfE about earlier notification of the Basic Need allocation.
- Developing a business case to ask DfE for forward funding against savings to the DSG following completion of the SEND sufficiency work.

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

Young People:

Those students attending BBA for post-16 will potentially need to travel further. The impact of this travel will be included in the EQIA from the CLF as potentially impact on Disability and socio economic through travelling to a different site for education. CLF's EQIA should include the parents consultation on this in addition to other areas such as assurance of accessibility of new settings.

The CLF schools provide education to a higher proportion of young people entitled to Pupil Premium and Free School Meals. Therefore the impact of these cohorts would be greater than other areas in Bristol.

% Pupil Premium	
City Academy	52.3
Bristol Brunel Academy	40.4
Bristol Metropolitan Academy	36.5
City Secondary Average	34.3

% Free School Meals	
City Academy	36.5
Bristol Brunel Academy	29.7
Bristol Metropolitan Academy	24.7
City Secondary Average	22.1

Race:

The East Central school population has higher levels of Black and Minority Ethnic young people than the city average. Not providing the additional places would disproportionately disadvantage BME families, due to the higher representation at these schools.

% BME Pupils	
City Academy	72.2
Bristol Brunel Academy	39.61
Bristol Metropolitan Academy	52.95
City Secondary Average	30.9

Disability

Funding for relocating Elmfield School, with improved facilities, would not be affected as this money has been allocated and would not need to be drawn on for this proposal.

Funding for Claremont was not identified in the Cabinet paper. The works both improve facilities and increase places, the need for these identified following

the review of SEND provision. Funding was always proposed to come from future Basic Need allocations. The current risk therefore is that the future Basic Need allocations are lower than anticipated. Any health and safety issues would not be affected and would be addressed as appropriate.

There is no evidence to suggest the proposals will have any adverse impact on those from other protected characteristic groups.

3.2 Can these impacts be mitigated or justified? If so, how?

Young People

Post-16 students are more able to travel independently than those aged 11 and many already access some of their courses at different sites. CLF will support young people with the move and with travel arrangements.

The longer term ambition is to provide purpose-built post-16 provision adjacent to Bristol Brunel Academy and therefore the move to less local sites will be temporary.

There will be a positive impact for those pupils transferring to secondary school in September 2021 where places are made available in their local schools. Travelling out of the local community could severely impact on these children's educational experience with more vulnerable pupils potentially being most severely affected. Hopefully EQIA from CLF will add further information

Race:

The East Central school population has higher levels of Black and Minority Ethnic young people than the city average. Again, not providing the additional places could more severely impact these families.

3.3 Does the proposal create any benefits for people with protected characteristics?

Schools in East Central admit higher numbers of pupils with Black and Minority Ethnic backgrounds than the city average. Providing sufficient places in the local area will ensure those pupils with protected characteristics do not have to travel out of their community for school places (see above for % in each school)

CLF have already been taking additional pupils into their schools and have developed staffing structures and pastoral care systems to meet the needs of the larger number of pupils.

The schools proposing to take additional pupils are fully accessible to disabled students.

The schools are located on or very close to public travel routes, ensuring accessibility.

The schools that will be offering additional places are Ofsted rated as 'Good', ensuring the pupils are being provided with the best opportunities to meet their full potential. The school also forms part of large MAT which has additional resources, capacity for school improvement and development to ensure continued support for these education settings

3.4 Can they be maximised? If so, how?

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?

Impact on groups of students and families is understood and further assessments will be required as the logistical plans are finalised. This will be informed by CLF's wider parent consultation.

4.2 What actions have been identified going forward?

Evaluate likely future capital grants to ensure the impact of moving funding from SEND projects is minimised or removed.

Work with CLF to develop 6th Form proposals to minimise time students are travelling to alternative sites.

4.3 How will the impact of your proposal and actions be measured moving forward?

Sufficient places are available for Year 7 admissions offers on 1st March 2021.

East Central student numbers attending CLF post-16 are maintained.

Capital is secured to continue SEND developments.

Service Director Sign-Off:	Equalities Officer Sign Off:
Date:23 November 2020	Date:23 November 2020



Decision Pathway – Report Template

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 December 2020

TITLE	Disabled Children's Home		
Ward(s)	Avonmouth & Lawrence Weston		
Author:	Helen Häggi	Job title:	Project Manager
Cabinet lead:	Cllr Helen Godwin	Executive Director lead:	Jacqui Jensen
Proposal origin: BCC Staff			
Decision maker: Cabinet Member			
Decision forum: Cabinet			
<p>Purpose of Report: The purpose of the report is to present and seek approval of the Full Business Case to deliver a three-bed disabled children's home, from the Council's general fund stock, with suitable adaptations that replicates the home environment to fully meet the children's needs.</p>			
<p>Evidence Base: The creation of a new disabled children's home is the planned response to the closure of the only Bristol based home for disabled children which was privately run.</p> <p>Continuing with short term placements is not an option because it is disruptive to family life, medical conditions, and at an ongoing significant cost to the local authority. Bristol City Council has a statutory duty under s22 of The Children Act 1989 to take steps to ensure, as far as practicable, that we can provide looked after children with locally based placements that can meet their needs ('the sufficiency duty').</p> <p>The quickest and most cost effective way to address this is to open a three-bed disabled children's home 'in-house'. With the proposed adaptations, this home will enable the Council to care for three children with severe disabilities whom would otherwise be placed out of county. In the short term, this resolves the issue that current placements for are unsustainable and reduces risk. In the long term, it enables the Council to lay a foundation 'in-house' that anticipates the increasing demand within this cohort.</p> <p>This ultimately works towards improving outcomes for young people with complex needs in Bristol and aligns with the organisational direction of travel to implement a new Placement Sufficiency Plan.</p>			
<p>Cabinet Member / Officer Recommendations:</p> <p>That Cabinet</p> <ol style="list-style-type: none"> 1. Approve the creation of a new disabled children's home. 2. Approve the use of out of authority placements revenue budget to fund on-going staffing costs for the new disabled children's home. 3. Approve the use of up to £500,000 from the children's home capital allocation for the Children's Homes Project to deliver the capital build. 4. Authorise the Executive Director People in consultation with Cabinet Member for Women, Families and Homes to take all steps to deliver the project within the agreed scope outlined in Appendix A including to procure and enter into contracts to successfully deliver the home. 			
<p>Corporate Strategy alignment: The strategic intent and approach is contained within and referred to in Theme 1: Empower and Caring in the Bristol City Council Corporate Strategy 2018–2023 (specifically under point No. 3. Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of social care and safeguarding provision, with a focus on early help and intervention.</p>			

It is aligned with the Placement Sufficiency Plan and supports regional sector led improvement work across the South West on placement sufficiency and has the potential to play an important role at a regional and CCG-wide level.

City Benefits: The premise of the project is to deliver efficiencies and improve outcomes for disabled children and young people. The benefit will be a model that meets Service demand now and enables the Council to build an 'in-house' operation that anticipates growing demand and is therefore more sustainable for our long term placement sufficiency plans. It will also support in the transition to adult services when the children reach 18.

Consultation Details: Planning consultation will have to be undertaken for the build stage if the proposal progresses.

Background Documents: The Children's Act and Sufficiency duty legislation.

Revenue Cost	£498,000	Source of Revenue Funding	From existing budget for out-of-authority places.
Capital Cost	£418,100	Source of Capital Funding	From existing Children's Home Project capital budget reserve
One off cost <input checked="" type="checkbox"/>	Ongoing cost <input checked="" type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:

1. Finance Advice:

The report set out the intention to adapt an existing council property (asset valued at £147k) to become a three bedded children's home. As outlined in the business case, this will incur capital cost of c£418k in terms of adaptations and other necessary works. This is to be funded from a £500k capital drawdown from the Children's Home Project capital budget reserve, which is currently unallocated.

Running costs are estimated to be c£500k per annum for the new home and will be funded from the out of area children's placement costs budget. As outlined in the report, a cost benefit analysis comparing existing costs of purchasing placements, compared to the preferred costs of operating a new 3 bedded home, indicates an annual cost saving difference of c£128k per annum from opening the new home and a lifetime cost difference (support up to age 25) of c£810k. This suggests that the creation of the in-house three bedded home option, does represent a cost effective approach over the long term.

Finance Business Partner: Denise Hunt, 06/10/2020

2. Legal Advice: Section 22G Children Act 1989 imposes a duty on the local authority to take steps that secure, so far as reasonably practicable, accommodation for looked after children that is within the authority's area where that would be consistent with their welfare. The local authority must have regard to the benefit of having a number and a range of accommodation providers in their area that is, in their opinion, sufficient to secure that outcome. This proposal will assist the authority in complying with this duty.

Procurement

The procurement process must be conducted in line with the 2015 Procurement Regulations and the Councils own procurement rules. Legal services will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements.

Legal Team Leader: Sarah Sharland, LRC team leader, 05/10/2020

3. Implications on IT: No adverse impact on IT Services, this will operate as per other centres and therefore does not cause any concerns.

IT Team Leader: Simon Oliver, Director of Digital Transformation 29/09/2020

4. HR Advice: If the preferred option is agree by Cabinet then the opening of a new disabled children's home will offer development opportunities within the current workforce and the possibility of recruiting new staff into the organisation with the pre-requisite skills and knowledge. All appropriate procedures will be followed in relation to redeployment and recruitment.

HR Partner: Lorna Laing, People & Culture HR Business Partner, 05/10/2020

EDM Sign-off	Jacqui Jensen	14/10/2020
---------------------	---------------	------------

Cabinet Member sign-off	Cllr Helen Godwin	19/10/2020
For Key Decisions - Mayor's Office sign-off	Mayor's Office	02/11/2020

Appendix A – Further essential background / detail on the proposal Full Business Case – New Disabled Children's Home (and associated appendices)	YES
Appendix B – Details of consultation carried out - internal and external Effective engagement is essential throughout the lifespan of this project. Formal and informal engagement has been ongoing since 2019 and the closure of the only Bristol based disabled children's home that was privately run. This includes elected members, colleagues and Service users.	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment Refer to Appendix A - Full Business Case risk profile section and Appendix D for detailed RAID log	YES
Appendix E – Equalities screening / impact assessment of proposal Refer to Appendix A.1 section 5 and Appendix E for outcome of EqIA full assessment	YES
Appendix F – Eco-impact screening/impact assessment of proposal Refer to Appendix F for outcome of Eco assessment	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Full Business Case



A. PROJECT SUMMARY INFORMATION

Project Name:	Disabled Children's Home		
Project ID (if known):	18ST123.3		
Cabinet Member:	Councillor Helen Godwin	Lead Officer (Sponsor):	Ann James (Service Director), Kate Markley (Service Manager)
Directorate(s):	People	Associated service areas:	Disabled Children and Specialist Services (Children and Family Services)
Mandate OBC/FBC	Report lead author(s): Kate Markley, Service Manager, Disabled Children & Specialist Services Sam Marsh, Change Business Partner Ann James, Service Director Helen Häggi, Project Manager		
Report recipients:	People EDM, Cabinet Member, Cabinet, PMO assurance		

B. ORGANISATIONAL CONTEXT

Alignment to corporate theme(s):	Empowering & Caring
Portfolio Prioritisation Position:	5
Project category:	<input type="checkbox"/> Saving delivery <input type="checkbox"/> Compliance / Statutory <input checked="" type="checkbox"/> Risk reduction <input checked="" type="checkbox"/> Cost avoidance <input checked="" type="checkbox"/> Improved outcomes <input type="checkbox"/> Enabling <Other>
Council Budget saving delivery:	The cost avoidance outlined in the FBC would contribute towards Strengthening Families savings targets. Budget reference FP31

C. DOCUMENT CONTROL

Document status:	<input type="checkbox"/> Draft <input checked="" type="checkbox"/> Final																																		
Document owner:	Helen Häggi																																		
Version control	<table border="1"> <thead> <tr> <th>Version</th> <th>Author(s)</th> <th>Description</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>V0_01</td> <td>Helen Häggi</td> <td>First draft</td> <td>02/09/2020</td> </tr> <tr> <td>V0_02</td> <td>Helen Häggi</td> <td>Updated financial modelling - Anne Sheridan</td> <td>28/09/2020</td> </tr> <tr> <td>V0_03</td> <td>Helen Häggi</td> <td>Updated capital financials following completion of next stage of design</td> <td>30/09/2020</td> </tr> <tr> <td>V0_04</td> <td>Helen Häggi</td> <td>Updated rev/cost avoidance</td> <td>02/10/2020</td> </tr> <tr> <td>V0_05</td> <td>Helen Häggi</td> <td>Amendments following AJ briefing</td> <td>05/10/2020</td> </tr> <tr> <td>V0_06</td> <td>Helen Häggi</td> <td>Amendments following FBP feedback</td> <td>06/10/2020</td> </tr> <tr> <td>V0_07</td> <td>Helen Häggi</td> <td>Final version</td> <td>10/11/2020</td> </tr> </tbody> </table>			Version	Author(s)	Description	Date	V0_01	Helen Häggi	First draft	02/09/2020	V0_02	Helen Häggi	Updated financial modelling - Anne Sheridan	28/09/2020	V0_03	Helen Häggi	Updated capital financials following completion of next stage of design	30/09/2020	V0_04	Helen Häggi	Updated rev/cost avoidance	02/10/2020	V0_05	Helen Häggi	Amendments following AJ briefing	05/10/2020	V0_06	Helen Häggi	Amendments following FBP feedback	06/10/2020	V0_07	Helen Häggi	Final version	10/11/2020
Version	Author(s)	Description	Date																																
V0_01	Helen Häggi	First draft	02/09/2020																																
V0_02	Helen Häggi	Updated financial modelling - Anne Sheridan	28/09/2020																																
V0_03	Helen Häggi	Updated capital financials following completion of next stage of design	30/09/2020																																
V0_04	Helen Häggi	Updated rev/cost avoidance	02/10/2020																																
V0_05	Helen Häggi	Amendments following AJ briefing	05/10/2020																																
V0_06	Helen Häggi	Amendments following FBP feedback	06/10/2020																																
V0_07	Helen Häggi	Final version	10/11/2020																																

EXECUTIVE SUMMARY: DECISION REQUIRED

In consultation with Cabinet Member for Women, Families and Homes we ask Cabinet to:

- 1) Approve the creation of a new disabled children's home.
- 2) Approve the use of out of authority placements revenue budget to fund on-going staffing costs for the new disabled children's home.
- 3) Approve the use of up to £500,000 from the children's home capital allocation for the Children's Homes Project to deliver the capital build.
- 4) Authorise the Executive Director People in consultation with Cabinet Member for Women, Families and Homes to take all steps to deliver the project within the agreed scope outlined in Appendix A including to procure and enter into contracts to successfully deliver the home.

The Service Area Lead prioritising availability to support the progress of the next phase of work is:
Kate Markley, Service Manager, Disabled Children & Specialist Services

Project context summary:

The creation of a new disabled children's home is the planned response to the closure of the only Bristol based home for disabled children which was privately run.

Continuing with temporary placements is not an option because it is disruptive to family life, medical conditions, and at an ongoing significant cost to the authority. Therefore, we need appropriate move on plans in place for children. The quickest and most cost-effective way to address this is to open a three-bed disabled children's home, with suitable adaptations that replicates the home environment for the children. With the proposed adaptations, this home will enable the Council to ensure we meet Ofsted and statutory duties to house three children with severe disabilities who would otherwise be placed out of county.

Any key changes since Outline Business Case approval:

The next stage of design work has been completed in collaboration with Housing Delivery to ascertain more accurate capital build costs based on required adaptations and condition surveys. Further financial modelling has been completed in relation to the long-term revenue and cost avoidance of the proposal as outlined in Appendix A.1

Recommended option:

It is recommended to partner with Housing Delivery to open a new disabled children's home using an existing site from the Council's general fund stock. In the short term, this resolves the issue that current placements are unsustainable and reduces risk. In the long term, it enables the Council to lay a foundation of capacity 'in-house' that anticipates demand increasing within this cohort. Overall, demand for social care is expected to increase by at least 5% amid the current economic downturn. Independent placement costs are growing exponentially alongside this, which has been further exacerbated by market responses and the Covid-19 pandemic.

By delivering a new home 'in-house' we can achieve more sustainable placement options in the most cost effective and planned way. This ultimately works towards improving outcomes for young people with complex needs in Bristol and aligns with the organisational direction of travel to implement a new Placement Sufficiency Plan. It also supports regional sector led improvement work across the South West on placement sufficiency and has the potential to play an important role at a regional and CCG-wide level.

Anticipated cost/benefit profile for preferred option:

£'000	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Total
Total	(20/21)	(21/22)	(22/23)	(23/24)	(24/25)	(25/26)	
New costs	£19	£399	-	-	-	-	£418
Opp costs	-	£13	-	-	-	-	£13

Ongoing costs	-	-	£498	£498	£498	£498	£1,992
Total costs	£19	£412	£498	£498	£498	£498	£2,423
Gross cost avoidance	-	-	-	(£128)	(£128)	(£128)	(£384)
Net cost	£19	£412	£498	£371	£371	£371	£2,042

**Please refer to Section 2.4 and Appendix A.1 for detailed 10 year view of revenue costs and cost avoidance.*

	Value	Supporting commentary
Confidence level	65-70 %	<p>The next stage of design and condition surveys have been undertaken to capture the cost of refurbishing the site. Confidence levels are pitched higher at 65-70% due to the increased understanding of the build. The confidence level also reflects the 'unknown' costs that can arise as part of any property development, particularly during a time when the Covid-19 pandemic is heavily impacting construction and manufacture industries. If the proposal is approved the final stage of design and surveys would reveal any unforeseen costs. To mitigate this risk the project is asking to drawdown up to £500,000 funding as contingency for the project.</p> <p>To fund on-going revenue costs, the out of authority placements budget has been identified. All roles outlined in Appendix A.1 would need to be funded by repurposing this budget. To deliver cost avoidance outlined in the proposal the 'in-house' model needs to maintain 90% occupancy.</p>
Contingency budget	None	We do not see demand reducing because this child population is growing, and we must meet the demand. However, if occupancy did drop in the future, neighbouring authorities have expressed interest in placing children in the home.

Identified sources of funding (including any shortfall):

- Up to £500,000: unallocated children's home capital reserve - expenditure to bring home into operation
- £498,000: Out of authority placements revenue budget - annual budget requirement to staff and maintain home.
- In order to deliver the cost avoidance set out in this proposal, the home would need to maintain 90% occupancy.
- It should be acknowledged that widening the scope of Re-profiling Children's Homes Project to deliver this additional home would likely result in one less home than expected. Mitigation for this risk is to therefore drawdown up to £500,000 from the children's home capital allocation for the Project to deliver both schemes.

Anticipated key measurable (non-financial) benefits:

- Meeting service demand and needs of three disabled children.
- Fewer children need to be placed in out of county residential placements.
- A high occupancy rate of the home such that the three-bed home is consistently used.
- Alignment with the organisational direction of travel through the new Placement Sufficiency Plan and regional sector led improvement work on placement sufficiency.

Estimated timescale to deliver:

- Estimated start date if Cabinet approval achieved: December 2020
- Design, Planning and Open Tender: 3-5 months
- Build: 9-12 months (*based on experience with other homes and impact of covid-19 pandemic on construction and manufacture industries*)
- Home operational by new financial year 22/23

Learning from previous work

Colleagues working on the Better Lives at Home project, and Re-profiling Children's Homes have provided advice and lessons they have learnt in undertaking similar projects. They advised considering carefully the costs of new build vs adaptation of the existing identified property and this has been incorporated into this work. In order to do this Housing Delivery have progressed designs to RIBA Stage 2 for the most accurate capital build costs. All financials are based on this work and experience in the Re-profiling Children's Home Project. Housing Delivery have also advised on appropriate timescales that for the plans high level milestones.

Any decisions / endorsements already secured:

15/06/2020 - Mandate approved by CLB to progress to next stage OBC using Re-profiling Children's Homes Capital Budget

15/09/2020 – OBC approved by CLB to progress to FBC stage and Cabinet decision pathway using Re-profiling Children's Homes Capital Budget

Total spend to date - New costs:	£9,887
Total spend to date - Opp costs:	£1,000

New costs to deliver project:	£418,100
Opportunity costs to deliver project:	£12,500
Funding required:	£418,100
Funding source(s):	Capital Children's Residential Programme
Est. timescale for project delivery:	12 – 18 months to completion

1. Project overview

The creation of a disabled children's home is the planned response to the closure of the only Bristol based home for disabled children which was privately run.

This proposal recommends opening a three bed home that replicates a family environment for the children with suitable adaptations to meet their medical conditions. Children's Services expressed an interest in a property from BCC stock at Strategic Property Board and this has been approved as available to deliver the proposal.

At Outline Business Case stage Corporate Leadership Board approved the following recommendations:

- Approval to progress to FBC stage and progress a Cabinet decision pathway to deliver a new disabled children's home.
- Approval to use of out of authority placements revenue budget to fund on-going staffing costs and associated risk.
- Approval to widen the Re-profiling Children's Home Project scope and use of capital budget to deliver the build via Housing Delivery.
- Acknowledge that Re-profiling Children's Homes capital budget will be impacted by widening the scope.

Current provision: BCC Disabled Children's Homes

We have two children's homes providing short breaks for disabled children (The Bush and Belbrook).

Current provision: Residential Schools

Children in care who have special educational needs and/or disabilities (SEND) may be placed in residential special schools when a Bristol maintained special school cannot meet their needs. Independent residential schools provide integrated social care, education and therapeutic placements which may be tripartite funded by social care, education and health. The Council currently has one maintained residential school, Notton House SEMH School in Wiltshire where 8 children are placed.

We currently spend £5.8m a year commissioning external residential placements for children in care, including independent residential schools.

Issues with the current provision

Currently Bristol has no residential provision for disabled children following the closure of the only residential school in 2019. The children out of this provision and some additional young people who have had changes in family circumstances present a high level of need through complex health needs and the demand for placements within this cohort is growing quickly.

The result of this has meant high levels of agency staff to maintain the operation. This is a significant cost to the local authority as well as offering inconsistency of care to the children and young people.

Bristol City Council has a statutory duty under s22 of The Children Act 1989 to take steps to ensure, as far as practicable, that we can provide looked after children with locally based placements that can meet their needs ('the sufficiency duty').

Overall private and out of authority placements cost the authority more than operating an 'in-house' model. The following compares the cost difference between in-house and private care for children in Bristol and the potential cost avoidance that can be delivered if we pursue an in-house operation.

To present a fair comparison and the wider impact to the authority, a full placement package is shown below to calculate the most accurate potential cost avoidance that could be delivered. This includes Dedicated Schools Grant (DSG) education contributions at £52,000 per placement and an average 17.3% for overheads. The cost avoidance has been calculated based on 90% occupancy of the home.

Cost	Out of Authority/Private Placement	In-House Placement at 90% capacity	Cost Avoidance
Annual cost of x1 placement (joint funded General Fund 63% DSG 37%)	£311,000	£184,444	
Overheads (17.3% average)	-	£31,909	
Annual cost of average education placement - dedicated schools grant	-	£52,000	
Total annual cost x1 placement	£311,000	£268,353	£42,647
Total annual cost x3 placements	£933,000	£805,059	£127,941

Lifetime journey for children in-house and private/out of authority care

The lifetime cost difference between in-house and private care demonstrates that an in-house operation is more cost effective for the authority long term. The following example is modelled on a full placement package for three children who will live in the new home and how long we anticipate them remaining in our care. Figures are based on average weekly cost of the placement type and includes the cost of transition to adulthood (supported living) at 18 up to age 25 for Adult Social Care.

Remaining years in care (up to age 25)	Lifetime private/out of authority	Lifetime In-House
Placement 1 – (14 years left of care)	£3,016,528	£2,675,352
Placement 2 – (10 years left of care)	£1,772,528	£1,601,940
Placement 3 – (13 years left of care)	£2,705,528	£2,406,999
Total	£7,494,584	£6,684,291

2. Preferred Option Detailed Case

2.1 Project scope

In Scope
<ul style="list-style-type: none"> • Open new disabled children’s home with adaptations made to a property from existing BCC stock • Bristol City Council’s Disabled Children service (critical service) • Design works and planning application (change of use/classification) to enable tender for refurbishment works. • Recruitment activity for staffing • Ofsted registration (application preparation) • IT work package for IT kit, WiFi and phones.

Out of scope	Any risks/consequences associated with “Out of scope” items
Short breaks for disabled children provision (The Bush and Belbrook).	N/A

2.2 Project objectives

	Specific	Measureable	Timebound
1	New disabled children’s home is open and fully occupied by children for whom it meets their needs at a lower cost than existing arrangements	Yes – tracked via success in completing build, OFSTED registration and existing placements budget data from Service.	2021-2022
2	Fewer children are placed out of authority and increase number of available placements	Yes – tracked via existing placements data from Service.	2021-2023
3	Overall cost of residential care for disabled children reduces as a result of the new home	Yes – tracked via existing Service budget and spend on residential care.	2021-2023
4	Creates consistent high occupancy rate within the home	Yes – tracked via existing placement data from Service.	2021-2023

2.3 Quality expectations

The scheme will be of good quality design and incorporate standard features that create a feeling of a family home throughout the property and exterior that does not feel clinical or institutional. It will be flexible in design and ‘future proofed’ to allow it to meet the wide range of needs of future young people.

There are statutory obligations and requirements which govern the provision of residential placements in children’s homes. The Children’s Homes (England) Regulations 2015 came into force in April 2015, replacing the previous set of regulations. They introduced nine Quality Standards (replacing the old National Minimum Standards). The SEND Code of Practice: 0-25 years is also relevant to staff understanding the specialist support children may need to be able to engage positively and engage in education.

All children’s homes need to meet these regulations and be registered by Ofsted. The home will be subject to inspection under the Ofsted framework.

Wherever possible, we want children and young people to live in a family setting and we only place in a children’s home or residential special school when this is the best option to meet their needs. In the event that a child or young

person does require local authority care, then a stable, well-matched placement where they can live until prepared and ready to leave is the single most influential factor in improving children’s outcomes and creating the conditions from which they can go on to live successful adult lives. When we look to make a placement match we are required to carry out an impact assessment which looks at whether the needs of the young person are compatible with the needs of the other young people already in the setting and also the skills of the staff group. Other considerations such as community and location are also taken into account.

2.4 Summary Costs and Benefits

The following table shows the ‘most likely’ case financial modelling over 10 years. Further detail on calculations is included within Appendix A.1.

Most Likely Case – Financial Overview											
(£'000s)	Yrs 0-1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
New costs	418	-	-	-	-	-	-	-	-	-	£418
Opportunity costs	13	-	-	-	-	-	-	-	-	-	£13
Ongoing annual costs	-	498	498	498	498	498	498	498	498	498	£4,482
Total costs	431	498	498	498	498	498	498	498	498	498	£4,913
Gross cost avoidance	-	-	(128)	(128)	(128)	(128)	(128)	(128)	(128)	(128)	(£1,024)
Annual Net Cost:	431	498	371	371	371	371	371	371	371	371	£4,328

All roles relating to the on-going costs have been defined by the Service Manager in Appendix A.1. As it currently stands, 1x Deputy Manager and 3x Residential Child Care workers have been recruited to respond to the immediate care needs for these children in their current placements. The cost for these posts is being paid from the Bush budget but this is not an option beyond 2020/2021. Administrative support has not been included because there are plans to extend duties of existing 4x administrators who deliver a business management function across our current children's homes.

2.5 Benefits

Financial benefits:

Description	Metric	Owner	Assumption(s)
In-house provision will deliver cost avoidance long term for the Council	Out of authority placements budget sees a reduction.	Ann James	This is based on 90% occupancy of the home at all times. Otherwise cost avoidance will not be delivered.
The overall cost of providing residential care for disabled children and young people is reduced.	Average cost of a residential placement	Kate Markley	Improving the variety of placement options means that there are more children placed in-house provision than previously – which is more cost effective than out of authority or private placements.

Non-financial benefits:

Description	Metric	Owner	Assumption(s)
Resolves unsustainable	Ofsted	Kate Markley	In-house provision in Bristol

placements to meet demand for three children	requirements, Monthly reporting around stability of placement, reduced anxiety, health etc.	Markley	means we reduce risk for children and keep them close to their communities improving their stability and giving them access to the opportunities of the city to enhance their life chances.
Creates in-house provision in Bristol where there is currently none and demand is only increasing as the child population for this cohort grows.	Distance placed from Bristol and CiC numbers	James Beardall	This mitigates risk around long term placement sufficiency and means we have capacity to plan more efficiently so fewer disabled children and young people in care are placed in out of authority placements. With a better mix of homes we will be able to place more children in Bristol and not have to rely on out of authority placements. This in turn makes it easier to manage the transition to adulthood and be aligned with Adult Social Care.
Through being able to offer a wider placement choice we are better equipped to match resident young people and meet their emotional wellbeing needs.	National Indicator set Therapeutic Team pilot reports	James Beardall	With a new mix of homes in the proposed model we will be able to utilise the wrap around services – health, education and provide a home from home
The majority of our children with complex needs who require residential care live in homes with appropriate adaptations in Bristol rated 'Good' or 'Outstanding' by Ofsted	Ofsted Reports	James Beardall	With the new mix of homes and better geographical dispersment we will improve the ratings due to better model of home from home provision.
Aligned with Placement Sufficiency Plan and regional sector led improvement work to improve placement sufficiency across the South West.	Reporting around stability and availability of placements. National/Regional Indicator sets	Ann James	Aligned with Placement Sufficiency Plan recommendation that went to Cabinet in October 2020 to open a new disabled children's home. Supports regional sector led improvement work and has the potential to play an important part at a regional and CCG-wide level.

2.6 Costs & Funding Sources

The following presents costs required to get the home into operation. Detail with regards to on-going costs can be found in section 2.4 and Appendix A.1

Funding source	Budget Holder	Cost-Code	Financial Year (or recurring)	Amount
Drawdown from children's home capital reserve into Capital -Children's	James Beardall	15162-1001	21/22	£418,100

Residential Programme budget				
Out of authority placements revenue budget	James Beardall	12973	Recurring upon completion of build	£498,00

Total funding required (ref S15.3)	£500,000
Total funding secured	-
Variance	-
Variance commentary:	
<p>Capital cost: Widening the scope of Re-profiling Children’s Homes Project to deliver the capital build will likely result in one less home than expected. Mitigation for this is to drawdown up to £500,000 from the children’s home capital allocation for the Project to deliver the additional home.</p> <p>Revenue cost: Proposal is to re-purpose an existing budget. In order to deliver the outlined cost avoidance the new home would need to maintain 90% occupancy.</p>	

2.7 Key Risks and Issues

Key Risks & Issues	RAG	Mitigation
Current placements for the three children displaced by the closure of St Christopher’s are not sustainable long term and must change. There is no provision in Bristol, therefore other placements are at a significant cost to the local authority as well as offering inconsistency of care to the children and young people.	R	Increasing capacity in Bristol via this model is the most cost effective and sustainable model long term through an in-house model instead of privately run home. This meets immediate demand and reduces risk for the children as well as addressing the placement sufficiency long term where the Service expects an increase to children in care numbers for this cohort over time.
<p>There is a risk relating to the continued impact of covid-19 and the second wave of the pandemic:</p> <ul style="list-style-type: none"> -Site activity stops and availability of resource and suppliers reduces -Economic repercussions faced by industries (manufacture and construction) we are reliant on to deliver -Increased pressure and competing priorities in the service to deliver the new home as planned <p>Overall delivery would take longer than expected and we may have to spend more in the long run.</p>	A	<p>There is little opportunity to fully mitigate this risk as the status is changeable and the scale of the impact is unpredictable. For the most part, the risk must be accepted.</p> <p>Staff will endeavour to maintain momentum within the parameters of their control. The situation is being closely monitored corporately with regular communication with SRO and Project Board.</p> <p>It is important to note that due to the nature of the project, any activity on site would likely halt and ultimately could mean severe delays to opening new homes until restrictions are lifted.</p>
Cost avoidance is based on maintaining 90% occupancy in the home. If it is not maintained the home would not deliver the cost avoidance outlined in the proposal.	A	Trajectory for demand is expected to increase steadily in the coming years. Another option to maintain occupancy is by placing children from other neighbouring authorities in the home. Expressions of interest have been received from other LA's where demand is high, which could

		contribute to maintaining the home.
There is a risk that increasing the Re-profiling Children's Home project scope to deliver this proposal will impact the capital budget, project plan and our ability to deliver all 8 homes as expected. This may require more time or capital investment later in the programme.	G	<p>The next stage of design works was commissioned for the scheme, so we know the most accurate build cost to incorporate into the plan.</p> <p>A proposal to drawdown up to £500,000 of the unallocated children's home capital reserve as contingency for the project to deliver both schemes and account for any unexpected cost that might come out of the final stages of design and condition reports.</p> <p>Alternatively, the funding would need to come from the existing budget - Capital Children's Residential Programme, which has already been allocated to open 8 homes across the city. The impact of this would result in one less home than expected.</p>

2.7.1 Risk Impact Analysis

The following risks might require a return to the Sponsoring Group if:

- The cost required to complete the new disabled children's home exceeds funding agreed to deliver homes within the Re-profiling Children's Home Project. Drawing down funding from the unallocated children's home capital reserve should fully mitigate the impact of widening the project scope. As properties are purchased sequentially in the project (as opposed to all at the same time) and knowledge on associated costs of purchase and fit-out to Ofsted standard is gained, this risk will be minimised and the decision should be taken in advance of committing to the final property of the programme unless there is certainty that the required level of funding is available to achieve both proposals.
- Anticipated cost avoidance is not delivered. Mitigation for this is that we know young people who will be placed in the home so we can be accurate with anticipated cost avoidance and demand is expected to increase for this cohort of children, keeping occupancy levels high. Financial projections have been modelled over 10 years to present the most accurate picture of having an 'in-house' operation.

Other risks are project risks which can be managed at the project level or escalated to Executive Director Meetings as per the reporting governance structure outlined in Appendix H.

2.8 Contingency Planning

Discovery work considered different delivery options. The approach detailed in the Full Business Case is based on all of the facts that have been identified during this time. An overall confidence level is pitched at 65-70% with the following rationale:

In order to start this project, we are looking at adapting an existing property from the Council's general fund stock. This has been formally approved by Property and there will be no acquisition cost required. The land value of the site was assessed by Property in 2019 who determined an asset value of £147,000. This is deemed accurate in comparison to other development land sales in the area and demonstrates the cost avoidance the Council can achieve by pursuing this site rather than searching for a suitable property on the open market. Similar size properties in the North Bristol area are costly on the open market and we could expect to spend £350,000 - £500,000 on acquisition costs alone. This is based on experience searching for similar sized properties in the Re-profiling Children's Home Project.

Design work for the site has been progressed to the next stage and provided accurate capital build costs. Further detailed financial modelling has also been completed in relation to the revenue cost. Estimates are based on previous placements and extrapolated data from comparable sources.

With regards to timescales to refurbish the property, advice have been sought from Housing Delivery and experience on Re-profiling Children's Homes to date with confidence levels are pitched at 65-70%. The reason for this is that there is currently no framework or preferred contractors in place to deliver the refurbishment, which requires us to go out to tender and could present a risk to timescales.

Another on-going risk we must acknowledge in relation to delivery is the impact of the second wave of the Covid-19 pandemic and restrictions being implemented again. Progress made in the Re-profiling Children's Home Project shows that construction and manufacture industries are operating but availability of suppliers and materials will become limited and these industries will potentially face long term economic repercussions. This could make it challenging to deliver activity at pace, therefore the project plan has increased the time contingency. There is little opportunity to fully mitigate this risk because the status is changeable and the scale of the impact is unpredictable. Staff will endeavour to maintain momentum within the parameters of their control, which is regularly reviewed via the governance structure outline in Appendix H.

3. Delivery Approach

3.1 Implementation Approach

The intention is to implement the new model in a phased delivery, similar to the approach taken by the Re-profiling Children's Home project. This time however, we will be partnering with Housing Delivery because it is a plot from the general fund of which the Service have extensive experience in similar builds with access requirements. We will sequence each element of the work in a staged and proportionate way due to the dependencies each work stream has, such as planning consent, design, tender, refurbishment and Ofsted applications.

This sequenced roll is also due to quality requirements that must be in place prior to Ofsted inspection. Handover to the Service will happen upon completion of building works to enable final preparation of the home prepared for operational staff and moving the young people into the home.

3.2 Benefits Realisation Approach

The delivery of financial benefits will be tracked via monthly budget monitoring of the cost centres where reductions in expenditure are being sought.

There will be check points scheduled into the project plan to confirm that savings have been delivered within the planned timescales.

The delivery of non-financial benefits will be tracked through monthly national reporting of information around stability, education, reduced anxiety, health etc. This along with financial benefits will be regularly reviewed at the

monthly Re-profiling Children's Homes Project Board, where a formal governance and reporting structure to track progress is in place. (Appendices H and H.1)

3.3 Procurement Approach

With regard to re-purposing the existing site into a three-bedroom disabled children's home, Housing Delivery have advised that provided budget and business case approval by Cabinet with delegated authority given to the appropriate Director, then they can agree the necessary terms and tender to appoint suppliers to deliver the scheme with sign off at the appropriate level.

Discussions with procurement lead determine that appointing suppliers to deliver the proposal will be via a fully compliant route, with a dedicated Procurement Specialist to support the tender process and a dedicated Contract Manager to manage the contract once in place. If a construction JTC contract is required then that resource would come from client side either Building Practice or Housing Delivery, depending on availability.

In terms of furnishing the home once the build is complete. A contract is already in place for specialist medical equipment required and used by the Service. For soft furnishings, a supplier is in place for the Re-profiling Children's Homes Project to furnish all new homes and it is likely that we could include the new disabled children's home within this contract.

3.4 Communications and Engagement Approach

Effective engagement is essential throughout the lifespan of this project. Formal and informal engagement has been ongoing since 2019 and includes elected members, service directors, corporate management meetings and colleagues involved in all elements of the delivery. Engagement will be led by the Re-profiling Children's Homes Project Board, using the same approach this board uses to open new children's homes to date, with regular reporting and updates to Service Directors, Cabinet Members and those impacted by the change directly both internal and external to the Council.

3.5 Timeline and Key Milestones

These are best case estimates based on experience to date in the Re-profiling Children’s Home Project and advice from colleagues in Housing Delivery.

Preferred Option A: Key Milestones	Target Date
Full Business Case sign off	01/12/2020
Benefits realisation tracking initiated	01/12/2020
Design, Planning and Tender (3-5 months)	01/04/2021
Build and transition complete (9-12 months)	31/03/2022
Project closed	01/04/2022
Benefits Delivered/Financial Benefits Realised	01/04/2023

4. Project governance for implementation

Project Role	Name	Job Title
Sponsor	Ann James	Director of Children & Family Services
Project Executive	James Beardall	Head of Service, Permanency and Specialist Services
Project User(s)	Kate Markley	Disabled Children & Specialist Service Manager
Project Supplier(s)	Claudette McDonald / Chris Woods	Housing Delivery Project Manager / Property Partner
Project Assurance	Sam Marsh	Change Business Partner
Project Manager	Helen Häggi	Project Manager

Project Board meeting regularly? Yes – monthly project board already managing delivery of Re-profiling Children’s Homes FBC.

Project Board ToR’s agreed and relevant? Yes - Re-profiling Children’s Homes ToR will be forum to monitor progress (Appendices H and H.1)

4.1 Project Tolerances & Controls

The tolerances in the table below indicate the amount of movement that is acceptable to CLB before escalation is required.

Tolerance areas	Project level tolerance	Escalation route	Control & tracking document(s)
Time +/- amounts of time on target completion	+ / - 10%	Jacqui Jensen	Project Plan Highlight Report
Cost +/- amounts of planned budget	+ / - 10%	Jacqui Jensen subject to delegation through key decision at Cabinet.	Budget – Capital and Placements OOA budgets Project Plan Highlight Report
Quality Defining quality targets in terms of ranges	Zero tolerance in terms of the specification of the home due to Service User and Ofsted regulations and H&S requirements.	Project Board	Requirements and spec outlined at design stage Highlight Report
Risk	via normal Risk	Project Board	RAID Log

Limit on aggregated value of threats and any individual threat (e.g. threat to operational service versus threat to organisation)	management approaches	People EDM	Highlight Report
---	-----------------------	------------	------------------

4.2 Project Team Resource Requirements

The following shows resource to progress from design to build completion as a standalone project. This is to fully demonstrate the impact to the Capital Children's Residential Programme - 15162-1001. However, only resource that is new or not already accounted for within the project has been included as funding being sought:

Role	What they will do	Days needed	Cost per day	Total Cost	Opportunity / New Cost	Funding source(s)
Change Project Manager	Develop and manage delivery of activities in the project plan, run the project team, monitor RAID log and progress reports	55 days per property	£256	£14,080	N	Capital – Re-profiling Homes Budget (<i>already included within project</i>)
Legal Resource	Support with regards to tender for build	2 days	£125/hour	£1,500	N	Capital – Re-profiling Homes Budget
Housing Delivery Project Surveyor/Clerk of works	To ensure the delivery of the works as specified in the tender to completion	2 days / week (BG14 12 months estimate)	£250	£26,000	N	Capital – Re-profiling Homes Budget
Procurement	Support procurement process for open tender to appoint construction supplier	8 days	£450 / day	£3,600	N	Capital – Re-profiling Homes Budget
Service Area Lead (Disabled Children Service Manager assisted by Claire Collier)	Provide service areas expertise advice, guidance and insight to the project Enable access to service-related data and information Support the releasing of key staff to the project team Support change delivery Manage Ofsted reg.	25 days	£500	£12,500	O	Capital – Re-profiling Homes Budget
ICT Support	Install set up and cabling planning - £5000 for whole package + ICT time	4 days	£500	£1,000	N	Capital – Re-profiling Homes Budget

Total opportunity costs	£12,500
Total new costs	£46,180
Total resource costs	£58,680
Total funding being sought	£32,100

5. Equalities Impact Assessment (EqIA) Summary of Impact and Key Mitigation

As advised at OBC and FBC stages, a full EQIA assessment is required (Appendix E) due to the nature of the provision for disabled children and young people. At every stage of the process, we need to ensure that

we take full account of their needs and ensure the home is designed around these. A full impact assessment has been completed and at this stage no potentially adverse impacts have been identified to those with protected characteristics. Need analysis will be further developed throughout delivery of the build and we will seek to fill gaps in diversity monitoring for children and young people affected by the proposal.

6. Eco-Impact Assessment Summary of Impact and Key Mitigation

As advised at OBC and FBC stages (Appendix F) the significant impact of this proposal arises from the intention to have a three bed disabled children’s home within the Council’s estate and the consequential potential for an increased consumption of electricity and gas and creation of additional waste, there will also be waste created from the refurb/build of the site. The new home will be a normal residential three bedroom home with adaptations made for disabled children placed there. The site has been acquired from existing council stock that is not currently in use. The construction of the building will most likely be delivered by Housing Delivery with supplier for design work and build on the open market. The project will endeavour to influence the use of efficient buildings and renewable energy as much as possible and ensure legally compliant contractors are used. The new home will become integrated into the councils Environmental Management System and environmental impacts will be managed through this. Long term the creation of additional in-house placements within the general fund stock should help to reduce the use of travel to expensive out of authority placements due to the lack on in-house availability.

7. Privacy-Impact Assessment Summary of Impact and Key Mitigation

As advised at OBC and FBC stages, the Information Governance Relevance Check indicates that this project has a low processing risk. Following the completion of PIA screening form, the outcome indicated no further action is required outlined in Appendix G. The project does not directly address issues relating to personal data beyond the transfer of physical files and records pertaining to young people to their new home.

8. Full Business Case - sign off

Below is a record of who has received a copy of the Full Business Case ahead of submission for sign-off.

Name	Job Title	Date circulated
Ann James	Director of Children & Family Services	05/10/2020
James Beardall	Head of Service, Permanency and Specialist Services	05/10/2020
Denise Hunt	Finance Business Partner	02/10/2020
Kate Markley	Disabled Children & Specialist Service Manager	05/10/2020
Anne Sheridan	Principal Accountant, Children & Family Support	25/09/2020
Simon Oliver	Director of Digital Transformation	29/09/2020
Sam Marsh	Change Business Partner	05/10/2020
Lee Ford	PMO Resource Manager	08/10/2020
Claudette McDonald	Housing Delivery Project Manager	30/09/2020

Decision making authority	Cabinet
Date seeking endorsement	01/12/2020

APPENDIX

A. Required commentary and recommended consultation

Recommended bodies/individuals for consultation ahead of submission to the relevant decision making Board:	Commentary (if any)	Date	Version Reviewed
Cabinet Lead		19/10/2020	VO_06
Executive Director Meeting (EDM)		14/10/2020	VO_06
Professional Views	Commentary	Date	
Finance Business Partner Denise Hunt	<p><u>General commentary:</u></p> <p>The report set out the intention to adapt an existing council property (asset valued at £147k) to become a three bedded children’s home. As outlined in the business case, this will incur capital cost of c£418k in terms of adaptations and other necessary works. This is to be funded from a £500k capital drawdown from the Children’s Home Project capital budget reserve, which is currently unallocated.</p> <p>Running costs are estimated to be c£500k per annum for the new home and will be funded from the out of area children’s placement costs budget. As outlined in the report, a cost benefit analysis comparing existing costs of purchasing placements, compared to the preferred costs of operating a new 3 bedded home, indicates an annual cost saving difference of c£128k per annum from opening the new home and a lifetime cost difference (support up to age 25) of c£810k. This suggests that the creation of the in-house three bedded home option, does represent a cost effective approach over the long term.</p>	06/10/2020	VO_05
PMO Operations Manager Lee Ford	Decision-makers can have high confidence in resource estimates based on the contents of this business case and the project	08/10/2020	VO_06

	manager's extensive experience of successfully delivering similar projects.		
Director of Digital Transformation Simon Oliver	No adverse impact on IT Services, this will operate as per other centres and therefore does not cause any concerns.	29/09/2020	VO_02 <i>Commentary re-confirmed at FBC stage</i>
Information Security View James Gay	No PIA needed as is low risk and relates to some use of PD relating to 3 people. Previous project PIA Screening comments about transfer of paper records still stands. No mandatory/discretionary grounds are met.	28/09/2020	VO_02 <i>Commentary re-confirmed at FBC stage</i>
HR Business Partner Lorna Laing	If the preferred option is agree by Cabinet then the opening of a new disabled children's home will offer development opportunities within the current workforce and the possibility of recruiting new staff into the organisation with the pre-requisite skills and knowledge. All appropriate procedures will be followed in relation to redeployment and recruitment.	29/09/2020	VO_01 <i>Commentary re-confirmed at FBC stage</i>
Change Services View Sam Marsh		02/10/2020	VO_04
Property and FM View Chris Woods	The property was declared surplus by Public Health in December 2018. It was circulated within the Council in accordance with the Surplus Land Procedure on 04/12/2018. At Strategic Property Board (SPG) on 08/10/2019 it was agreed that the site should be shared by Housing Delivery and Children's Services, however Housing Delivery later withdrew their scheme. It was considered unnecessary to refer the matter back to SPG and it was agreed that the property be transferred to Children's Services for use by the Disabled Children's Service. The property is held in the General Fund. Therefore Property resource is unlikely to be required for acquisition however, if needed it can be picked up through the Re-profiling Children's Home Project Board and no need for specific resource.	04/08/2020	VO_02 <i>Commentary OBC stage</i>

Legal View Sarah Sharland	22G Children Act 1989 imposes a duty on the local authority to take steps that secure, so far as reasonably practicable, accommodation for looked after children that is within the authority's area where that would be consistent with their welfare. The local authority must have regard to the benefit of having a number and a range of accommodation providers in their area that is, in their opinion, sufficient to secure that outcome. This proposal will assist the authority in complying with this duty.	05/10/2020	VO_01 <i>Commentary re-confirmed at FBC stage</i>
Commissioning & Procurement View Spencer Penny	Procurement of this project or appointments for services / works will be via a fully compliant route, with a dedicated Procurement Specialist to support the Tender process and a dedicated Contract Manager to manage the contract once in place.	13/08/2020	VO_01 <i>Commentary OBC stage</i>
Other consulted parties (as required)	Commentary	Date	
Housing Delivery Claudette McDonald	Housing Delivery Team are employing a number of external professional services to ensure that the correct base development costing is arrived at. This will be dependent on client's specification for design, functionality and M&E – Assistive technology requirements for this new home. In the next design stage we will need to secure further detailed surveys and costings – with a fully developed specification with the technical expertise from the Occupation Therapist Team.	01/10/2020	VO_03

B. Mandatory Project Documents

Document Name (& links to templates)	Document Exists? (Yes/ No)	Document Owner	Hyperlink to document
Project Financial Spreadsheet	Yes	Helen Häggi	Appendix A.1
RAID Log	Yes	Helen Häggi	RAID

Project Plan	Yes	Helen Häggi	High Level Plan
EQIA	Yes	Helen Häggi	EQIA
Climate and Environmental Impact Assessment (CEIA)	Yes	Helen Häggi	CEIA
Privacy Impact Assessment	Yes	Helen Häggi	PIA
Project Board Terms Of Reference RACI	Yes	Helen Häggi	RACI ToR
End of Stage Financials Capture Sheet	No	N/A	N/A

C. Timeline of approvals and any associated conditions

#	Meeting	Date	Action / Decision / Condition	Date for completion (If applicable)	Owner
1	CLB	15/06/2020	Mandate approved	N/A	Ann James
2	CLB	15/09/2020	OBC approved to next stage - further financial modelling	N/A	Ann James
3	Cabinet	01/12/2020	FBC to Cabinet		Ann James

DISABLED CHILDRENS HOME CRITICAL PATH

Appendix C - High Level Plan	Owner	SEPTEMBER '20				OCTOBER '20				NOVEMBER '20				DECEMBER '20				JANUARY '21				FEB '21	MAR '21	APR '21	MAY '21	JUN '21	JUL '21	AUG '21	SEP '21	OCT '21	NOV '21	DEC '21	JAN '22	FEB '22	Mar '22	Apr '22	
		w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c																
OBC development																																					
OBC development																																					
OBC Approval - CLB																																					
FBC development																																					
FBC Approval - Cabinet																																					
Planning & Design																																					
Remaining design work to inform tender and planning application																																					
Prepare Planning application (change of use/classification) and tender for refurb (if required) based on outcomes of Design work.																																					
Submit Planning Application (12 weeks)																																					
Issue specification for procurement of contractor(s) (3-4 months process)																																					
Tender submissions evaluated																																					
Planning Permission Granted																																					
Contract for refurb works awarded																																					
Lead Period (CDMPlanning, materials) and Pre contract Meeting																																					
Ofsted registration application prep (3 months)																																					
Build																																					
Execution of the works (refurb/new build 9-12 months initial estimate)																																					
Digital tech install																																					
Install of furniture / soft furnishings / bespoke equipment																																					
Operational readiness complete																																					
Ofsted visit and registration achieved																																					
New disabled children's home operational (3 children in residence)																																					

Appendix D - Risk Assessment

Ref ID (6A)	Risk Description	Key Causes	Key Consequence	Status	Risk Category	Risk Owner	Key Mitigations	Direction of travel	EquARIES related risk?	Current Risk Level			Monetary Impact of risk £K	Risk Tolerance			Date	Actions to be undertaken (include dates as appropriate)	Resp. Officer	Escalation			Corporate Strategy Theme	Portfolio Flag	Audit Trail								
										likelihood	impact	risk rating		likelihood	impact	risk rating				Escalated to: CRU/CBU	Escalated by:	Date			Date risk identified	Directorate Flag	Date Risk Closed	Closed by:	Amends / Updates Completed Date:	By:			
R001	Current placements for the three children displaced by the closure of St Christopher's are not sustainable long term and must change.	There is no provision in Bristol	This is at a significant cost to the local authority as well as offering inconsistency of care to the children and young people.	Open	Service Provision	Kate Markey	Increasing capacity in Bristol via this model is the most cost effective and sustainable model long term through an in-house model instead of privately run homes. This meets immediate demand and reduces risk as well as addressing the placement sufficiency long term where the Service expects an increase to children in care numbers for risk cohort over time.	A	Y	4	7	28	2	1	2									Jul-19									
R002	There is a risk that increasing the re-profiling Children's Home project scope to deliver Fiveways (disabled children's home) using capital budget	CLB instruction following mandate	will impact project plan and ability to deliver all 8 homes as planned and may require more Capital Investment later in the programme.	Open	Financial Loss/ Gain	Ann James	FBC has commissioned next stage of design works for the scheme so we know most accurate build cost. A proposal to drawdown up to £500,000 of the unallocated children's home capital reserve as contingency for the project to deliver both schemes and account for any unexpected cost that might come out of the final stages of design and condition reports. Alternatively the funding would need to come from the existing budget - Capital Children's Residential Programme, which has already been allocated to open 8 homes across the city. The impact of this would result in one less home than expected.	V	N	2	5	10		1	3	3									Jun-20								
R003	There is a risk relating to the continued impact of Covid-19 and the second wave of the pandemic. Site activity stops and availability of suppliers reduce. Economic repercussions faced by industries (manufacture and construction) we are reliant on to deliver. Increased pressure and competing priorities in the services to deliver the new home as planned	Covid-19 pandemic restrictions are implemented again or there are less suppliers operating who can deliver the build.	This would mean we can't find suitable suppliers and procurement takes longer. Site works may stop due to increased measures around social distancing. Most activity is reliant on the service and suppliers capacity. Now this risk may influence their ability to deliver is beyond the projects control somewhat. Overall delivery would take longer than usual and we may have to spend more on refurbishment in the long run.	Open	Financial Loss/ Gain	Ann James	There is little opportunity to fully mitigate this risk as the status is changeable and the scale of the impact is unpredictable. For the most part, the risk has to be accepted. Staff will endeavour to maintain momentum within the parameters of their control. The situation is being closely monitored cooperatively with regular communication with SRO and Project Board. It is important to note that due to the nature of the project, any activity on site would likely halt and ultimately could mean severe delays to opening new homes until restrictions are lifted.	<>		4	7	28		3	7	21									Jun-20								
R004	There is a risk that OFSTED do not approve the registration of the new home which caused delay to opening.	OFSTED deem the property inappropriate or staffing not sufficient.	Resulting in an inability to open children's homes to plan. Likely that further works will be required to adjust the homes t meaning increase in costs and delays.	Open	Service Provision	Kate Markey	This is a very low risk because early discussions with OFSTED have taken place and they are in support of a move on plan for three children. There will be a continuing dialogue as the project progresses to ensure they are happy with the new provision in terms of specification and location and the proposed staffing model. This will be modelled on the new homes we have opened to date, where we have received very positive feedback.	V	Y	1	3	9		1	1	1									Jun-20								
R005	There is a risk that local community and residents near to the proposed location of the new children's home raise objections.		Resulting in a delay in a home being able to open whilst these are addressed.	Open	Service Provision	Ann James	Early engagement with local councillor and consultation with residents as soon as a site is agreed and proceedable.	V		2	3	6		1	3	3								Jun-20									
R006	Cost avoidance is based on maintaining 90% occupancy in the home. If this is not maintained the home would not deliver the cost avoidance outlined in the proposal.	Change in circumstances for the YP placed in the home. Or demand does not increase as expected.	The home would not deliver expected cost avoidance	Open	Financial Loss/ Gain	Ann James	Trajectory for demand is expected to increase steadily in the coming year. Another option to maintain occupancy is by placing children from other neighbouring authorities in the home. Expressions of interest have been received from other LA's where demand is high, which could contribute to maintaining the home. Costs £250,000 per placement which could go back into maintaining the new home	V		2	5	10		1	3	3									Sep-20								
R007	There is risk of not recruiting sufficient staff, in particular residential managers.	This is due a number of factors: *Candidates that are not appointable *Candidates do not match criteria *Insufficient applications	Resulting in a delay to opening the new home	Open	Service Provision	Kate Markey	Publicity and recruitment campaigns have been used successfully in the re-profiling children's homes project that could be adopted for this new home. Some roles have already been recruited. 1x Deputy Manager and 3x Residential workers have been recruited to respond to the immediate care needs for these children in their current placements. Admin support not included with plans to extend duties of existing 4x administrators who deliver a business management function across current children's homes.	<>	N	2	5	10		1	5	5									Sep-20								

Appendix E - Bristol City Council Equality Impact Assessment Form



(Please refer to the Equality Impact Assessment guidance when completing this form)

Name of proposal	New disabled children's home
Directorate and Service Area	People Directorate, Children & Young People Services
Name of Lead Officer	Ann James, Director

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

The creation of a Disabled Children's home is the planned response to the closure of the only Bristol based home for Disabled Children which was privately run. This home will allow the council to house 3 children with severe disabilities whom would otherwise be placed out of county. This being disruptive to family life, their medical connections, and at an ongoing significant cost to the local authority in visiting and placement costs. This will also support in the transition over to adult services when the children reach 18.

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

BCC currently have two homes providing short break care for disabled children (The Bush and Belbrook). These are not set up for long term care, they are to provide respite services. Following the closure of the only Bristol based home for disabled children an area of The Bush has been temporarily adapted to care for children whilst plans are explored and progressed for a new residential provision. Currently Bristol has no residential placement provision. Children in

care who are placed far away from the authority responsible for their care, may face disadvantage and lack opportunity to enjoy and achieve in these communities.

The creation of this new home is the planned response to the closure of St Christopher's, which was privately run. This home will allow the council to house 3 children with severe disabilities whom would otherwise be placed out of county. This being disruptive to family life, their medical connections, and at an ongoing significant cost to the local authority in visiting and placement costs.

Bristol City Council ('BCC') has a statutory duty under s22 of The Children Act 1989 to take steps to ensure, as far as practicable, that we can provide looked after children with locally based placements that can meet their needs ('the sufficiency duty').

As outlined in Re-profiling Children's Homes EqIA 63% of children recently accommodated in our in-house children's homes have had involvement with CAMHS, 71% have SEMH (Social Emotional and Mental Health difficulties), 51% have an EHCP Plan or Statement of special educational needs, and 9% have a learning disability. When the Service looks to make a placement match they carry out an impact assessment which looks at whether the needs of the young person are compatible with the needs of the other young people in the setting and also the skills of the staff group. As well as considerations such as community and location of the home.

The proposed site size can enable the required level of accessibility needs for the home and the location has access to a variety of resources for the children and young people. There are amenities nearby such as: shops, leisure centre and youth club. The transport links offer access to the city and the home will have access to a car which can be used to support young people to continue to attend their current education placements and leisure activities.

The home is located within the Avonmouth & Lawrence Weston ward which has an estimated population of 21,400. Of that population 22.2% are children, 52% adults of working age and 15.9% older people. The population is fairly equally split between females and males.

Overall people in the ward report an average quality of life in comparison with Bristol as a whole. 91% of people in the ward report they are in good health

and the life expectancy is in line with Bristol's average and there is average premature mortality.

The ethnicity of the population is fairly diverse and 6.8 % are from BME background.

2.2 Who is missing? Are there any gaps in the data?

We do not have accurate information about religion/belief or sexual orientation for this cohort of looked after children.

2.3 How have we involved, or will we involve, communities and groups that could be affected?

At this stage we have an outline proposal for this project. We will undertake a comprehensive needs analysis for the 3 children, which will lead to specific delivery proposal. We will consult on this with looked after children and other key stakeholders to learn more about the potential impacts for protected groups and maximise positive outcomes

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

Whilst at this stage we have not identified any specific potentially adverse impacts, we are aware of the following issues for disabled children which we will mitigate where possible through the project: learning disabilities, socio-emotional and mental health difficulties and motor difficulties.

Having a home within the local community in Bristol enables stable, well-matched placements where the children can live until prepared and ready to leave and this is the single most influential factor in improving children's outcomes and creating the conditions from which they can go on to live successful adult lives.

3.2 Can these impacts be mitigated or justified? If so, how?

We will consider the additional needs and protected characteristics in detail when undertaking design and consultation options in a business case for the preferred option for this project.

3.3 Does the proposal create any benefits for people with protected

characteristics?

Yes – there is the opportunity to improve outcomes for looked after children with protected characteristics by tailoring this proposal to their needs. The children will be able to maintain their current connections within their local area and grow up in the area that will continue to hold them into and through adulthood.

3.4 Can they be maximised? If so, how?

This is a specialist home for children with protected characteristics. The home will provide the children with the care, stimulation and connections with their support networks, which will help them to positively move through life.

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?

This EqIA builds on the advice given at Mandate and OBC stage through the initial relevance check submitted and evidence in the Re-profiling Children’s Home FBC EqIA report, which at the time revealed an over-representation of disability in particular in the cohort of looked after children in BCC children’s homes. This proposal directly responds to that demand within the Service in a positive way.

4.2 What actions have been identified going forward?

This EqIA will be further developed throughout the project as the new home is designed. As part of the needs analysis we will seek to fill gaps in diversity monitoring for children and young people affected by the proposal

4.3 How will the impact of your proposal and actions be measured moving forward?

- Increased placement availability for looked after children with protected characteristics in BCC children’s homes.
- Individual CYP outcomes will be monitored for each looked after child
- Feedback from looked after children, staff and other stakeholders

Service Director Sign-Off:
Ann James

Equalities Officer Sign Off:
Reviewed by Equality and Inclusion

<i>Alm James.</i>	<i>Team</i>
Date: 7 th August 2020	Date: 7/8/2020

Appendix F - Eco Impact Assessment

Title of report: New Disabled Children's Home				
Report author: Helen Haggi				
Anticipated date of key decision : 1st December 2020				
<p>Summary of proposals: A three-bed disabled children's home will be built from BCC stock, with suitable adaptations that replicates the home environment for the children.</p> <p>With the proposed adaptations, this home will allow BCC to house 3 children with severe disabilities whom would otherwise be placed out of county as a result of the closure of Bristol's only home for Disabled Children that had been privately run.</p>				
Will the proposal impact on...	Yes/No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	-ive	We are intending to have an additional children's home in our estate will result in an increase in consumption of electricity and gas. These children are currently placed out of authority.	<p>To meet and where possible exceed local planning policy requirements, Energy efficiency and renewable energy measures will be built into the design of the home and a non-fossil fuel heating system will be assessed for feasibility and if feasible, included.</p> <p>The home will either require large scale refurb. In the case of refurbishment, this will be done in such a way that enables a significant reduction in operational emissions, whilst re-using as much of the existing material on site as possible to reduce embodied carbon emissions.</p> <p>In designing the building, the impacts of the whole lifecycle of the proposal will be considered – i.e. the selection of materials, the construction process, the operation & maintenance & refurbishment of the</p>

				<p>building during its lifetime & what happens to the building at the end of its life including whether any of the building elements can be re-used/recycled.</p> <p>Adaptability will be incorporated into the build to ensure it is suitable for future placements. The building will be designed from the outset in a way that allows for this to reduce waste and associated CO2 emissions.</p> <p>The home will become integrated into the council's Environmental Management System, environmental impacts can be managed through this via audits, site visits and training,</p> <p>The home will be operated to full capacity where possible, depending on placement situation and demand in the Service, so there will be no energy wasted heating empty rooms. It is also re-purposing an existing building so it can be used to its full potential rather than sitting empty or used at half its potential.</p>
Bristol's resilience to the effects of climate change?	Yes	+ive	Developing brownfield site	Developing a brownfield site is beneficial as it won't be taking up green space which provides valuable cooling benefits and reduction in surface water run off compared to hard surfaces.

		+ive	Building design to mitigate overheating	The building itself will be designed to be resilient to the effects of climate change including future higher temperatures to ensure a comfortable internal environment, which is particularly important given the vulnerability of the occupants who may be more sensitive to warmer temperatures.
		+ive	Increasing green infrastructure and SuDS	<p>The proposal will improve Bristol's resilience to climate change by including green infrastructure measures including new trees and planting to help cool environment and provide shade –climate resilient species will be specified. In addition the integration of sustainable urban drainage measures will be considered during the design stage and if feasible included to reduce surface water run-off.</p> <p>To mitigate this, water efficiency measures will be specified – e.g. low flow taps, showers, toilets etc.</p>
		-ive	Increase in potable water use	
Consumption of non-	Yes	-ive	The fact that we are	See mitigation measures

renewable resources?			intending to increase number homes in our estate will result in an increase in consumption of electricity and gas, both through the construction and operation of the building and its disposal at the end of its life.	as mentioned above.
Production, recycling or disposal of waste	Yes	-ive	<p>The fact that we are intending to increase number homes in our estate means there is potential for more recyclable waste to be produced.</p> <p>Waste will be produced from re-building the site.</p>	<p>This will be a residential property and all waste will be disposed of/recycled in the usual way for household waste. Ensure that recycling is encouraged in the home and that staff are aware of what can be recycled. Provide training if possible. Ensure bins are clearly signed to make it clear where waste should be going.</p> <p>Apply the waste hierarchy to any items, ensuring to re-use where possible, considering the whole life-cycle of the building (as above). Where waste needs to be disposed of ensure legally compliant contractors are used (Bristol Waste are the Bristol City Council contractor) and that waste paperwork is obtained.</p>
The appearance of the city?	No			
Pollution to land, water, or air?	Yes		There is a risk of hazardous materials (e.g. fuels or paints) being accidentally released during	Construction environmental management arrangements will be produced and

			<p>construction works. Construction works may generate mud, dust and noise.</p>	<p>documented, which will include detailed controls and measures for the Control Of Substances Hazardous to Health (COSHH); and for minimising and mitigating the resulting effects of construction activity, such as the generation of mud, dust and noise.</p> <p>It is expected that during the construction phase the site will be registered to the Considerate Constructors Scheme. Measures for engagement with local community and stakeholders will ensure that any arising issues are quickly identified and dealt with.</p>
Wildlife and habitats?	Yes	+ive	<p>Addition of green infrastructure measures, habitat measures</p>	<p>An ecological survey is likely to be undertaken as part of the design work phase and those recommendations will be used to inform future design.</p> <p>Simple greening measures and planting within the garden and habitat measures such as bird/bat/insect boxes will be included subject to suitability for the children.</p> <p>Vegetation clearance is understood to be low at the site, but any recommendations from the ecological survey will be followed regarding this (e.g. timing of any</p>
		-ve	<p>Vegetation clearance</p>	

				clearance)
Consulted with: Amy Harvey, Project Manager Sustainability				
Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u>				
<p>The significant impact of this proposal arise from the intention to have a 3 bed disabled children's home within Bristol City Council's estate and the consequential potential for an increased consumption of electricity and gas and creation of additional waste, there will also be waste created from the refurb/build of the site. The new home will be a normal residential 3 bedroom home with adaptations made for disabled children placed there. The site has been acquired from existing council stock that is not currently in use. The construction of the building will most likely be delivered by Housing Delivery with supplier for design work and build on the open market. The project will endeavour to influence the use of efficient buildings and renewable energy as much as possible and ensure legally compliant contractors are used. The new home will become integrated into the councils Environmental Management System and environmental impacts will be managed through this. Long term the creation of additional in-house placements within BCC stock should help to reduce the use of travel to expensive out of authority placements due to the lack on in-house availability.</p>				
Checklist completed by: Helen Haggi				
Name:		Helen Haggi		
Dept.:		Change Services		
Extension:		-		
Date:		29/09/2020		
Verified by Environmental Performance Team		Amy Harvey		

Appendix G - PIA Screening Questions



What is the proposal?	
Name of proposal.	New Disabled Children's Home
Please outline the proposal.	<p>A three-bed disabled children's home will be built from BCC stock, with suitable adaptations that replicates the home environment for the children.</p> <p>With the proposed adaptations, this home will allow BCC to house 3 children with severe disabilities whom would otherwise be placed out of county as a result of the closure of Bristol's only home for Disabled Children that had been privately run. Of the three children previously housed at this home, two are temporarily placed at The Bush, a house designed for short-breaks, and one is placed out of county. This is disruptive to family life, their medical connections, and at an ongoing significant cost to the local authority in visiting and placement costs. In order for the identified site to be a suitable home for three children, the existing property would either need to be adapted and extended or replaced with a new build on the site.</p>
Who will answer any queries regarding the responses provided on this form?	Helen Haggi

Provide details of any previous Privacy Impact Assessment or other form of personal data compliance assessment done on this initiative. If this is a change to an existing system, a PIA may have been undertaken during the project implementation

Please provide your answers here: A relevance check has been completed and assessed by Data Protection team and advised that PIA screening questionnaire is required.

PIA was also completed for another project currently in delivery 'Re-profiling Children's Homes' to open 8 new homes over the next few years, which has similar requirements as this initiative.

What personal data is being collected, shared or used?	Justifications for collecting, sharing or using the data			
<i>Please ✓ each category which applies</i>	Option 1	Option 2	Option n 3	<i>There must be justification for collecting the particular items and these must be specified here – consider which data items you could remove, without compromising the needs of the project or change?</i>
Name	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Date of birth	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	We know the age bracket of the 3 children as advised by the Service from records they already have to enable us to calculate lifetime cost of placement.
Email addresses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Any ID number (e.g. Passport number, NI, NHS, internal ID)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Location data (e.g. Address)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Location address of the proposed new site will need to be shared during delivery with suppliers in order to enable the build and refurb of the home to happen. No other location information is being shared in regards to the children who will eventually be placed in the home.
Online identifiers (e.g. cookies, IP addresses, usernames)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Physical data	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	We know the 3 children who will move to the home will have complex health needs due to the nature of the home and as advised by the Service from records they already have
Information relating to the financial affairs of the individual	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Average cost of x3 placements to BCC have been used to support OBC financials and provide accurate savings information to show difference between in-house and private/OOA placements. This is all existing information available from Finance Business Partner and records the service already has.
Employment and career history	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

What sensitive personal / special category data is being collected, shared or used?	Justifications for collecting, sharing or using the data			
	Option 1	Option 2	Option n	
Information relating to the family of the individual and the individuals lifestyle and social circumstances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Information relating to the individual's physical or mental health or condition	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	We know the 3 children who will move to the home will have complex health needs due to the nature of the home and as advised by the Service from records they already have
Racial origin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Ethnic origin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Political opinions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Information relating to the individual's religion,	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

philosophical beliefs or other beliefs				
Information relating to the individual's membership of a trade union	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
The processing of genetic data (e.g. DNA)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Biometric data identifiers (e.g. finger print, voice or facial recognition)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Information relating to the individual's sexual life or sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Information relating to any offences committed or alleged to be committed by the individual	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Information relating to criminal proceedings, outcomes and sentences regarding the individual	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

The GDPR (General Data Protection Regulation) sets out the situations where the organisation will need to carry out a data protection impact assessment where the processing is considered high risk.

Mandatory Grounds			
Please identify if your option plans to:	Option 1 Yes or No	Option 2 Yes or No	Option3 cont. Yes or No
Process Personal/Sensitive Personal data or criminal offence data to help make decisions on someone's access to a service, opportunity or benefit? No – the project will not manage any personal data to determine anyone's access to a Service. This is led as standard by Children's Services who transfer any physical files and records pertaining to young people to their new home once they have moved in.	No	No	No
Use systematic profiling or automated decision-making to help make decisions on someone's access to a service, opportunity or benefit?	No	No	No
Process Personal/Sensitive Personal data or criminal offence data on a large scale? – No home placements for 3 children. Define large scale by stating the total number of data subjects processed by the service and the percentage likely to be processed by the new change.	No	No	No
Systematically monitor publicly accessible places on a large scale? Define large scale by stating the total number of data subjects processed by the service and the percentage likely to be processed by the new change.	No	No	No

Use new technologies / software applications / line of business systems for council use?	No	No	No
Process biometric (e.g. finger print or facial recognition) or genetic (e.g. DNA sampling) data?	No	No	No
Combine, compare or match Personal/Sensitive Personal data from multiple sources?	No	No	No
Process Personal/Sensitive Personal data without providing a privacy notice directly to the individual?	No	No	No
Process Personal/Sensitive Personal data in a way which involves tracking individuals' online or offline location or behaviour?	No	No	No
Process children's Personal/Sensitive Personal data? – Yes to the extent outlined above	Yes	Yes	Yes
Process adult's Personal/Sensitive Personal data?	No	No	No
Process Personal/Sensitive Personal data for marketing purposes?	No	No	No
Process Personal/Sensitive Personal data in order to offer online services directly to them?	No	No	No
Process Personal/Sensitive Personal data which could result in a risk of physical harm in the event of a security breach?	No	No	No

Discretionary Grounds

Please identify if your option plans to:	Option 1 Yes or No	Option 2 Yes or No	Option... cont. Yes or No
Evaluation or scoring that would produce a legal effect on an individual? – Yes in that we are creating more in-house placement provision so that the 3 children have more suitable placement that meets their needs fully.	No	Yes	Yes
Process more than 50% of the total number of data subjects recorded within the service Please state number of data subjects likely to be processed. X3 children have been identified by the Service to live in the home once built.	No	No	No
Processing of data concerning highly vulnerable data subjects? – Yes children	Yes	Yes	Yes

Processing involving preventing data subjects from exercising a right or using a service or contract?	No	No	No
---	----	----	----

PIA Screening Questions/Outline Business Case Options Outcome: To be completed by the DP Team

Data Protection Officer Approval		Outcome
Name:	Ben Hewkin	<ul style="list-style-type: none"> no PIA needed as is low risk and relates to some use of PD relating to 3 people. Previous project PIA Screening comments about transfer of paper records still stands. No mandatory/discretionary grounds are met.
Position:	Statutory DPO	
Organisation name:	The City Council of Bristol	
Date:	31/07/2020	

Definitions

Personal data
Name
Date of Birth
Any ID number e.g. Passport number, NI, NHS, internal ID.
Location data (e.g. Address)
Online identifiers - cookies, IP addresses, radio frequency ID tags, applications etc.
Physical data
Information relating to the financial affairs of the individual
Employment and career history

Sensitive Personal / Special Category
Information relating to the family of the individual and the individuals lifestyle and social circumstances
Information relating to the individual's physical or mental health or condition
Racial origin
Ethnic origin
Political opinions
Information relating to the individual's religion, philosophical beliefs or other beliefs
Information relating to the individual's membership of a trade union
The processing of genetic data
Biometric data identifiers e.g. Voice, CCTV images
Information relating to the individual's sexual life or Sexual orientation
Information relating to any offences committed or alleged to be committed by the individual
Information relating to criminal proceedings, outcomes and sentences regarding the individual

APPENDIX H - CHILDRENS HOME PROJECT BOARD TOR

1. Purpose and Key Accountabilities

The specific aim of the *Children's Home Project Board* is to oversee delivery of a model of smaller group children's homes for 2 (possibly 3) children to facilitate better matching of children to available placements. A new model of smaller homes is intended to improve occupancy rates in our children's homes, provide a better value for money service and increase opportunities to improve outcomes for the children and young people placed in our homes.

The Project Board is responsible for ensuring that the programme meets this aim and has the following specific accountabilities:

- **Provide leadership, direction and commitment to the project**, promoting effective communication of the project goals and progress.
- Be **accountable for the definition and delivery of the new children's home model**.
- **Act as the final decision making authority for all home purchases** within the scope of the project) (this includes the transfer of properties from HRA, strategy regarding location of homes across the city, and project spend).
- **Monitor delivery against plan and approve significant changes to the plan**.
- Ensure **risks to delivery are actively managed**.
- **Secure availability of essential project resources** for delivery of the homes.
- **Report in to the PMO on a monthly basis** via the Project Manager's highlight report.

There are some collective Project Board responsibilities and behaviours that will assist the successful delivery of the project:

1. **Demonstrable commitment** to the project - being an ambassador of the project, especially when reporting to any other groups within or outside the Council.
2. **Take ownership of appropriate risks** and actively seek mitigation where possible - these will tend to be risks associated with your particular area of interest.
3. **Be aware of the bigger picture** and how it may affect the project - each member is responsible for actively identifying and flagging interdependencies and potential risks and issues.
4. **Project Board meetings should be structured** and follow a standard agenda, but should be fast paced and decisive.
5. **Be committed to your role** and allow the appropriate amount of time to perform it well.

2. Membership

The core membership of the Project Board is as follows:

Name	Role	Responsibility
Ann James <i>Director of Children & Family Services</i>	Project Sponsor	The Sponsor provides an escalation route for the Executive EDM or Capital Board throughout the project lifecycle to support any key decisions they feel they need Sponsor input for.
James Beardall <i>Head of Service, Permanency and Specialist Services</i>	Project Executive	Ultimately responsible for representing Permanency Service interests, the budget and ensuring focus throughout the project. Responsible for keeping Sponsor informed of progress opening homes.

Name	Role	Responsibility
Tara Parsons <i>Service Manager</i>	Senior User	Responsible for representing Placements team interests, ensuring requirements are specified correctly for the children's homes and that the solution meets those needs. Keeps user stakeholders informed.
Martyn Pursey, <i>HRA Development & Special Projects Manager,</i>	Senior Supplier	Responsible for representing interests of HRA. Identifies appropriate HRA off plan sites and leads on making an agreement with the developer prior to acquisition. Responsible for achieving what the Senior User requires once off plan homes are approved and making sure that the constraints to build the homes are realistic. Keeps supplier stakeholders informed.
Chris Woods <i>Property Partner</i>	Senior Supplier	Responsible for representing Asset Management interests. Identifies appropriate properties on the open market and support with acquisition of those properties. Keeps supplier stakeholders informed.
Lorna Laing Debbie Hunt	HR Partner HR Advisor	Provides HR support for the on-going recruitment of homes.
Helen Haggi, <i>Change Project Manager</i>	Project Manager	Responsible for the day-to-day running of the project team on behalf of, and within the tolerances defined by, the Project Board. Develop and deliver the project plan, monitor RAID log and responsible for review of capital milestone report submitted monthly to ABW in collaboration with Programme Manager. Keep Project Team and key stakeholders informed.
Associate Board Members		
<i>The following members attend meetings on an adhoc basis and will be invited by the Project Board when there are specific decisions required that impact their business area.</i>		
Name	Responsibility	
Julian Higson, <i>Director of Land & Homes Services</i>	Not required to attend meetings unless specific decision required. Responsible for representing interests of HRA when high level decisions are made.	
Sam Marsh, <i>Change Business Partner</i>	Open invitation to attend adhoc meetings when required. Provides Project Assurance that covers all interests of the project (business/supplier/user) as and when required. Assures the Project Board that the project is being conducted correctly throughout its life cycle, remains consistent and continues to meet a business need.	

NB: Minimum attendance to enable decision making and make the meeting quorate requires the presence of Project Executive or Project Sponsor, two Senior Suppliers and the Project Manager.

3. Frequency

The Project Board will be held monthly and on other ad hoc occasions if the Chair deems it necessary. If an urgent decision is required outside of the scheduled board meeting permission needs to be requested from the Chair.

4. Governance

There are two regular project meetings scheduled that are important to the effective delivery of the new children's home model:

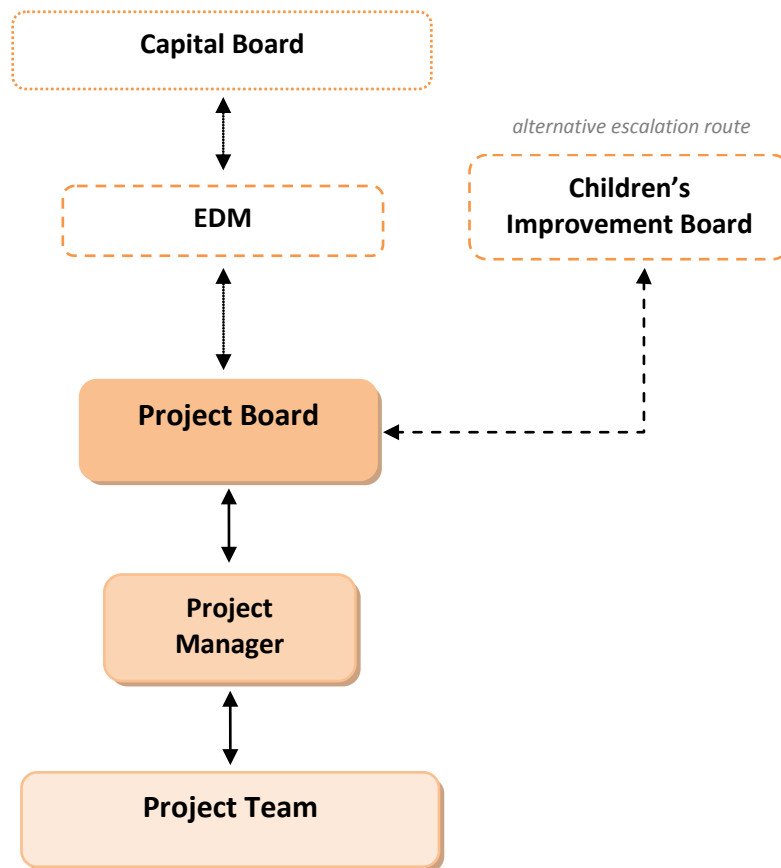
Monthly Project Board Meetings

This board is accountable for the definition and delivery of the new children's home model. The board is responsible for devising a strategic plan for delivering the new model; monitoring delivery against plan and managing the project spend. The Project Board is made up of senior representatives from the business to ensure that strategic decision making is joined up and adhered to. It is also a platform for the project team to escalate risk and strategic decision making.

Fortnightly Project Team Meeting

This team is responsible for opening children’s homes that has been signed off by the Project Board. The project team is made up of key staff involved in doing the work to open each home and they report directly to the Project Manager. They are also a forum to provide updates and escalate any risks to the Project Board if it requires decisions outside of the specific home they are in the process of delivering or decommissioning. The Project team are responsible for ongoing management of any risks and issues and agree any priority actions for the coming week in relation to the specific home they are delivering or decommissioning.

The following governance structure will be used for the Project Board:



5. Standing Agenda

<i>Ref</i>	<i>Description</i>	<i>Lead</i>	<i>Reason</i>
1.	Welcome, Apologies & review actions	Chair (5 mins)	Welcome and track actions log.
2.	Project updates & progress	Project Manager (15 mins)	Update on the latest position of homes in delivery and opportunity for the project team to escalate any strategic issues wider than the specific home Review Highlight Report and Visual Plan

Ref	Description	Lead	Reason
3.	Risk	Project Manager (10 mins)	Opportunity to discuss and agree mitigating action for specific risks to the project/individual homes.
4.	Benefit Realisation / Occupancy of homes	Project Executive (10 mins)	Review activity in the last month to monitor occupancy, availability and opportunities in upcoming homes. Track any missed opportunities and placing OOA due to situations beyond the projects control.
5.	Finances	Project Manager (10 mins)	Review Capital Milestones report and overall spend v budget. Review any slippage/overspend.

6. Project Board standard documentation

Standard key documentation that will be used by the Project Board includes:

Product	Reason
Monthly Highlight Report	Includes progress to plan, current spend/benefit projections and significant risks & issues. Produced in line with the corporate PMO reporting requirements, the Highlight Report is the key communication document that captures the current status of the project.
Project Plan	The project plan will detail key milestones, interfaces and interdependencies. Any slippage must be managed and controlled. The plan will be distilled into an easy to understand milestone plan for the board and be a standing agenda item. However, the group must be satisfied that a suitable level of detail sits behind this plan and can request to see this detail as and when appropriate.
RAID Log	The Project Board will review the RAID log to enable strategic decision making for the future children's home plan. This will be a standing agenda item.
Occupancy of homes data	The Project Executive will review data with the Project Board regarding occupancy and opportunities in upcoming homes. Track any missed opportunities and placing OOA due to situations beyond the projects control.
Exception Report	Adhoc for use at highest level for critical document sign-offs. E.g. any actual or potential breaches of tolerance (time /cost /quality /scope /benefits /risk) must be flagged to the Project Board for decision on how best to proceed. An exception report will outline the issue, the impact it will have on the project and the recommendations on how best to proceed.

All key programme documentation should be reviewed and signed off by the Project Board

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 December 2020

TITLE	Corporate Parenting Strategy (refresh) 2021-23	
Ward(s)	All Wards	
Author:	James Beardall	Job title: Head of Service, Permanency and Specialist Services
Cabinet lead:	Cllr Helen Godwin	Executive Director lead: Jacqui Jensen
Proposal origin: <i>Mayor</i>		
Decision maker: Cabinet Member Decision forum: <i>Cabinet</i>		
Purpose of Report: Seek approval for the publication of the new Corporate Parenting Strategy.		
<p>Evidence Base: Following the success of the 2008 Corporate Parenting Strategy that drove improvements for children in care and care leavers in the city, this refreshed Strategy sets out our new priorities and actions that build on Bristol’s good performance and strong Corporate Parenting arrangements. The improvements include stronger permanency arrangements for children, reduced caseloads for children’s social workers, introduction of council tax exception for our care leavers and higher levels of young people in education, employment and training.</p> <p>Whilst there has been significant improvement in most areas there are some remaining challenges where we want to improve further and be the very best. We want to re-engage the wider council and partners across the city to build on our strengths, to be ambitious and to do more to make a difference for children in care, care leavers and their carers. We want to further embed the 7 Corporate Parenting Principles from Children and Social Work Act 2017.</p> <p>This strategy describes our city approach to delivering on those Corporate Parenting Principles to improve the lives of the children in and leaving our care. It outlines our vision and approach, reports on some of our recent achievements and developments and sets out how we intend to achieve our goals. This strategy sits alongside our Pledge to children in care and care leavers which outlines our commitments to them, and the support they can expect from us.</p> <p>This Strategy will very much assist the City to achieve its legal responsibility to our Children in Care and Care leavers and provides a series of detailed actions and specialist supports set out in 8 key priorities. This will inform the direction of our work so that our young people can recover from their trauma, lead happy and fulfilling lives, and play a meaningful part in Bristol society.</p>		
Recommendations: That Cabinet:		
<ol style="list-style-type: none"> 1. Approve the Corporate Parenting Strategy 2021-23 (Appendix A) 2. Endorse the presentation of the new Strategy at Full Council 3. Note the progress on the delivery of Bristol’s Corporate Parenting Strategy 2018 		
Corporate Strategy alignment: Corporate Strategy alignment:		
This Strategy supported by the Council’s overarching Corporate Strategy 2018-23 , in particular, the ‘Wellbeing’ and ‘Empowering and Caring’ themes and the key commitment to be ‘great corporate parents and safeguard children and vulnerable adults, protecting them from exploitation or harm’.		
City Benefits:		
This Strategy outlines how we will improve outcomes for and meet our duties in regard to children in care and care leavers, two of the most vulnerable groups in the City.		

Consultation Details:

This Strategy has been co-produced with children, young people, foster carers, children's services practitioners, manager and partners. The latest version was presented to the corporate parenting panel on 19/10/20.

Background Documents:

Corporate Parenting Strategy (refresh) 2021-23 attached

Revenue Cost	£0	Source of Revenue Funding	n/a
Capital Cost	£0	Source of Capital Funding	n/a
One off cost <input type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:**Finance Advice:**

This report seeks Cabinet approval of the Corporate Parenting Strategy 2020 -2023 and sets out ways in which available resources could be used better to enhance the role of the Corporate Parent, for Looked After Children and Care Leavers. As the strategy sets out general intentions to meet Bristol City Council's corporate parenting duty, there are no specific financial implications, in the report at this stage. However, any future commissioning activities or for example proposals for the review of foster care allowances or any council tax relief proposals, will need to go through a new decision pathway, for sign off of any new spend proposals."

Finance Business Partner: Denise Hunt, Finance Business Partner 29/10/20

Legal Advice:

The Children and Social Work Act 2017 (the Act) is intended to improve support for children in care and care leavers, promote the welfare and safeguarding of children, and make provisions about the regulation of social workers. The Act sets out corporate parenting principles for the council as a whole to be the best parent it can be to children in its care. The Act requires local authorities to publish their support offer to care leavers and to promote the educational attainment of children who have been adopted or placed in other long term arrangements.

The Corporate Parenting Strategy is in line with the Act and reflects changes to national policy.

The transition of safeguarding arrangements for Bristol from the Bristol Safeguarding Board to the Keeping Bristol Safe Partnership has now been completed as has the collaboration of adoption services with other local authorities in the area under the umbrella of Adoption West.

Legal Team Leader: Oliver Moore 7/10/20

Implications on IT:

No anticipated impact on IT Services

IT Team Leader: Simon Oliver 5/10/20

HR Advice:

The report is seeking approval of the priorities and actions in the draft Corporate Parenting strategy 2020-2023 and to note the progress to date of the previous strategy. There are no HR implications for Bristol City Council employees as the report is currently presented.

HR Partner: Lorna Laing 5/10/20

EDM Sign-off	Dr Jacqui Jensen	14th October 2020
Cabinet Member sign-off	Cllr Helen Godwin	19th October 2020
For Key Decisions - Mayor's Office sign-off	Mayor's Office	2nd November 2020

Appendix A – Further essential background / detail on the proposal	YES
Appendix B – Details of consultation carried out - internal and external	YES
Appendix C – Summary of any engagement with scrutiny	NO

Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Our EPIC Plan for Children in Care and Care Leavers

The Bristol Corporate Parenting Strategy

2021 – 2023

Contents:

1. Children and young people’s foreword	Page 2
2. Mayor’s foreword	Page 3
3. Introduction	Page 3
4. Our Vision	Page 5
5. Our Approach and The Bristol Model	Page 6
6. The Big Ask to make an EPIC Offer better and better	Page 8
7. Context	Page 8
8. Our Priorities	Page 9
9. How have we been doing?	Page 19

1. Children and young people's foreword

Message from Bristol's care experienced children and young people to all Bristol Corporate Parents:

Dear Corporate Parents,

We are children, we just happen to be in care. We don't want to be stereotyped and we don't want special treatment. Please don't make assumptions about us.

What you need to know is we are all different and you can't put us all in one category.

We would like your help and support.

What we want for our future is help to get the education that we want and for you to have high expectations for us, help us get the right housing when we need it, help us to get work experience, jobs and help us to find out what we can do. And have opportunities to access activities to meet other people.

We will know you have taken on our views if you ask questions to understand us, stay in touch with us and tell us what you are doing about our views.

Children in Care Council

Bristol

Dear Corporate Parents,

We are Bristol Care Leavers.

We would like to be heard and valued. We want to have a voice. We are all unique in our own different ways.

We may have similar pasts but we have different approaches to reaching our similar goal: to be successful in life.

We need to be genuinely supported, like a family.

We need you to care about us as individual people and to show that you care not just because you are paid to do so.

We might need second chances, which other young people would get automatically.

We need positive reinforcement. Please build us up.

We might need a helping hand to achieve and thrive

Care Leavers Unite Bristol

2. Mayor's Foreword:

I am passionate about making sure Bristol is a city of hope and aspiration, where everyone can share in its success. Central to this vision is making sure everyone can play their part in supporting Bristol's children, and making Bristol the best place to grow up in for a child in the care of this city.

I am extremely proud of Bristol's children in care and care leavers and I am committed to do all I can to support them to benefit from the many opportunities our great city has to offer. In all we do we want children and young people who have experienced care to feel loved, accepted and safe. I particularly want to thank our skilled, dedicated and compassionate foster carers and staff for their commitment as we have navigated the challenges of the Covid-19 pandemic together.

Our Corporate Parenting Strategy builds on our vision for children and young people as set out in the One City Plan and our Corporate Strategy 2018-23 that commits us to be great corporate parents. We will build on the structures that have already been established for children in care and care leavers to be the best corporate parents we can be. This strategy underpins our commitment to champion Bristol's children and young people and to ensure they have every opportunity to live happy and fulfilling lives.

3. Introduction

Corporate Parenting is the term used in law to describe our collectively responsibility to care for, love and champion our children in care and our care leavers and ensure they have every opportunity to reach their full potential as they grow up in our family.

We are proud to have long-standing support from our key partners and businesses in Bristol who have embraced an Extended Corporate Family role in supporting children. We want to continue to foster and build upon those links, so we make our city the best place for care experienced Bristolians to live.

This strategy is a result of **conversations**¹ with children and young people, who are the experts in their experience and with their families and carers involved in their journey. This strategy is about working with children and young people in a collaborative and co-productive way as we acknowledge they have the right and responsibility to shape how services work for them. In developing this strategy, we drew on Bristol's new Belonging Strategy for children and families in Bristol, and our Corporate Strategy as well as the **Corporate Parenting Principles**² and the **'Top 10 Messages'**³ presented at the National Care Experienced Conference.

This strategy describes our city approach to delivering on those Corporate Parenting Principles to improve the lives of the children in and leaving our care. It outlines our vision and approach, reports on some of our recent achievements and developments and sets out how we intend to achieve our goals. We will also outline the context in which this strategy sits, and the governance structure in place to ensure that our vision is achieved. Our preferred terminology is care-experienced child or young person as this is what young people have told us they prefer and encompasses children and young people at every stage of their journey.

¹ Coram Bright Spot Publications (2017-2020), Corporate Parenting Survey to children, young people, carers and professionals (July 2020), BCC Care Leaver Survey (May 2020), Focus groups with children in care and care leavers (September 2020)

² Applying corporate parenting principles to looked-after children and care leavers: Statutory guidance for local authorities February 2018, p.8

³ <https://www.careexperiencedconference.com/reports>

This strategy sits alongside our Pledge to children in care and care leavers which outlines our commitments to them, and the support they can expect from us.

<p>In 2017 the Children and Social Work Act introduced a set of Corporate Parenting Principles for our children in care and care leavers up to the age of 25 that underpin everything we do and are referenced below.</p> <ol style="list-style-type: none">1. Act in the best interests, and promote the physical and mental health and well-being, of our children and young people.2. Encourage our children and young people to express their views, wishes and feelings.3. Take into account the views, wishes and feelings of our children and young people4. Help our children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners5. Promote high aspirations, and seek to secure the best outcomes, for our children and young people.6. Be safe, have stability in their home lives, relationships and education or work7. Prepare our children and young people for adulthood and independent living.	<p>We want to learn from the experiences of children and young people and have incorporated the Top 10 Messages from Care Experienced Conference 2019 into this strategy.</p> <ol style="list-style-type: none">1. Promote more love in the care system including displays of positive physical affection;2. Ensure care experience people are regarded and treated as individuals worthy of respect and to promote that respect wherever we can;3. Ensure that relationships are seen as central to all our policies and procedures to support children in care and care experienced people;4. Take clear steps to improve stability and continuity in the lived experiences of people in care;5. Work with our partners and young people to raise awareness of need and improve support for the mental health and well-being of children in care and care experienced people in our local area;6. Recognise in our daily work that the impact of care experience does not end at 18 or 21 or even 25, and review our practice to remove age restrictions on support wherever we can;7. Protect, promote and where necessary rebuild family and community connections and help those young people for whom we are responsible to understand their personal history;8. Make sure that young people in our care are routinely engaged, consulted and have a real say in their own lives9. Ensure that young people in our care are properly and fully informed of their rights and offer advocacy to ensure they receive them;10. Listen to the voice of children in care and care experience people of all ages and always consult them about changes to services and support.
---	---

4. Our Vision

Bristol is committed to being an effective, caring and ambitious corporate parent and we will show this through our love, our language and our actions. We will do everything we can to make sure that our care experienced children are set up for life.

We are loving parents and we care about our children and young people, not just for them. We will ensure the same standard of care as any good parent which means we will have high aspirations for our children and will be strong advocates for them. We will do everything we can to equip the children and young people with the skills needed to live a fulfilling, successful, and rewarding life that is full of love.

We want Bristol to be a 'Care Aware' city that champions our children in care and our care leavers. We will take bold and innovative steps to ensure that the people who are privileged to parent our children have the right training, support, knowledge and skills that our children need and deserve.

This strategy is part of a broad range of activity that supports our shared aim to improve provision for children in care and care leavers including:

- Our co-produced Pledge to Children in Care and Care leavers and a local offer for care leavers
- A multi-agency Corporate Parenting Panel chaired by the Cabinet Member for Women, Families and Homes
- An active Children in Care Council and Care Leaver Forum to ensure that the voices of young people remain central to our work
- A Corporate Parenting annual report that is owned by Corporate Parenting Panel and presented to full council
- Equality and Inclusion Policy and Strategy 2018-23
- The HOPE Virtual School working with schools, colleges, training providers, education settings and children's social care to improve educational outcomes for children in care and care leavers
- A Placement Sufficiency Plan 2020-23 that sets out how we will deliver the range and number of high quality placements needed by children in care and care leavers
- A Youth Housing Plan that includes the Youth MAPS Service dedicated to preventing homelessness and supporting delivery of the Corporate Strategy 2018-23
- A commitment to ensuring that corporate parenting responsibilities are embedded in all applicable policies, strategies and commissioning arrangements.
- Delivery of Bristol's Belonging Strategy for Children, Young People and Families 2021-23.
- The Council's overarching Corporate Strategy 2018-23, in particular, 'Wellbeing' and 'Empowering and Caring' themes and the key commitment to be 'great corporate parents and safeguard children and vulnerable adults, protecting them from exploitation or harm'.
- Bristol THRIVE Model – whole community approach to improving mental health and wellbeing

5. Our approach:

Bristol's overarching approach includes:

-
- The voice of children and young people will be at the heart of service coproduction, policy, practice, and the democratic decision-making process
- The responsibility for ensuring that children in care and care leavers achieve good outcomes lies across the whole of Bristol City Council, as well as with partners
- Wherever safe and possible, children and young people should live with their family. We will ensure that the children in our care are only those who *need* to be in care
- Prevention and early intervention is a central element of our support for children and families to give them every opportunity to stay together
- Where care becomes necessary, we will explore options for living with wider family and friends' networks wherever possible
- We will always strive to provide the best quality homes possible, that meets each child's needs and offers stability
- Children in care have the right to access the best education possible and the support they need to meet their full potential
- We will secure permanence and belonging for children. We will support and help strengthen the relationships that are important to children and help them stay connected to those that they love throughout their childhood and into adulthood.
- We will champion and support young people as they leave our care and start to live independently, doing everything we can to make sure they are set up for life

The Bristol Model



As corporate parents, relationships and connection will be at the core of everything we do. We will work with children to help us get things right for them. We will always have high aspirations for our children and young people: we will see their strengths, celebrate their achievements and create lasting happy memories.

We understand it is crucial we pay attention to the experience of trauma, and the importance of ensuring our children have good emotional support. We have created **The Bristol Model** for Children in Care and Care Leavers which enables corporate parents to consistently adopt a trauma informed, relationship and strength-based approach. The Bristol Model concerns paying equal attention to three key areas; children, staff and carers and the environment. The Model takes a mentalization approach in our therapeutic work with children in care and provides tools to help workers adopt a mentalizing stance in their relationships. It underpins other approaches used and fits well with Signs of Safety Systemic Practice and the Bristol Practice Framework. It cements a trauma-informed approach in our work linking training strategies across the partnerships as well as undertaking co-produced projects in key areas for example supervision, training and support of staff and carers. We will expand and develop the therapeutic offer to young people of our placement support service and develop an approach in relation to the psychologically informed environment of all young people's homes, wherever they live.

Further supporting this work we are rolling out specific *Mentalization* training with the aim of having a positive impact on the way our young people with the most complex needs experience our care, striving to offer them a consistent joined-up approach that makes sense to them. Mentalization is an approach that enables us to understand our own thoughts and feelings and those of others so as to understand behaviour. Adopting this approach has great value; being able to mentalize helps us to have empathy and see the perspectives of others. People with attachment difficulties and people under stress / experiencing intense emotion often struggle to mentalize.

Through adopting the Bristol Model Corporate Parents will:

- Seek to understand and learn about what has happened to children, not seek to identify what is wrong with them
- Prioritise relationships in every interaction
- Believe children do well if they can
- Seek to identify and build on children's strengths
- Respond, not react
- Support children to develop resilience
- Be reflective and open to learning

6. The Big Ask to make an EPIC Offer better and better - how businesses and other partners can help children in care and care leavers achieve their potential

As a council, we are ambitious for children in care and care leavers and we know the city is too. The business and voluntary sector often ask us how they can help. The Big Ask outlines five key areas where businesses and the voluntary sector can help make a difference.

1. Pledge access to your organisation's cultural, sport, leisure, faith based or arts activities for children in care, foster families and care leavers at low or no cost or set up an annual or monthly donations to the EPIC CHARITY (Priority 2,3 & 8)
2. Help celebrate the achievements of children in care and care leavers by sponsoring our EPIC and STARS Awards Events or donating a prize. (Priority 3)
3. Become a Fostering Friendly employer by signing up to the [Fostering Network's charter](#) and promoting fostering in the work place. (Priority 8)
4. Pledge work experience, traineeships, apprenticeships and work based mentoring as a Bristol Career Coach for children in care and care leavers through [Bristol Works](#). (Priority 2)
5. Sponsoring a holiday for care leavers who are particularly vulnerable and isolated. Care leavers tell us that the year after they leave care they often can't afford a holiday and don't have anyone to go with. A holiday offers young people something to work toward, helps tackle isolation and loneliness and supports emotional well-being. (Priority 3)

7. Context

At a glance		
	2017	2020
Number of Children in our Care:	685	623
Rate of Care:	73 per 10,000	66.3 per 10,000
Percentage of our children in care living with foster families:	80%	84%
Percentage of our children in care living outside the local authority area:	42%	38%
Number of care leavers we support:	445	411
Percentage of our Care Leavers in education employment and training	56%	62%

Our Joint Strategic Needs Assessment includes a [Chapter on Children in Care and Care Leavers](#) which provides a detailed assessment of the current needs of our children in care and care leavers

Financial

As a city, we must be ambitious for children in care and care leavers; we must do our best to equip children and young people for life with the long term aim of reducing the overrepresentation and on-going costs of supporting care leavers in vulnerable adult populations.

Commissioning services over the next few years of this plan will be exceptionally challenging, given the continued downward pressure on public finances. Nevertheless, Bristol City Council and partners are collectively committing to maintain strong and effective provision and improve outcomes for the most vulnerable children in the city, while at the same time managing the effect of reducing public finances.

8. Our Priorities

In order to achieve our vision to be good corporate parents we have co-produced the following 8 refreshed priorities with children, young people and the trusted adults in their lives.

1. **Trusted and Safe Relationships:** children and young people feel loved, connected and safe
2. **Education, Training and Employment:** Hold high aspirations and close the attainment gap for children in care. Increase the proportion of care leavers in education, training and employment.
3. **Opportunities growing up:** Being in care is an enriching experience that equips children for a successful life.
4. **Identity:** Children and young people have a strong sense of self, and an understanding of their care story.
5. **Co-production:** children and young people are at the heart of service design, delivery and evaluation.
6. **Home & Housing:** Children and young people will live somewhere where they feel a sense of safety and belonging and are loved.
7. **Health and Support:** Improve health and well-being by ensuring high quality health services and information are provided to children, young people and carers.
8. **Caring for those who care:** Children and young people are nurtured by carers and workers who are well-resourced, valued and supported.

Priority 1 Trusted and Safe Relationships: children and young people feel loved, connected and safe

Priority: Relationships are central to our work with children, young people and families, throughout and beyond their care journey. We will prioritise network building so care experienced children and young people have safe and trusted relationships to guide and help them on their journey to adulthood. We will prioritise stability in children's lives and reduce to a minimum any unnecessary change or disruption.

You said:



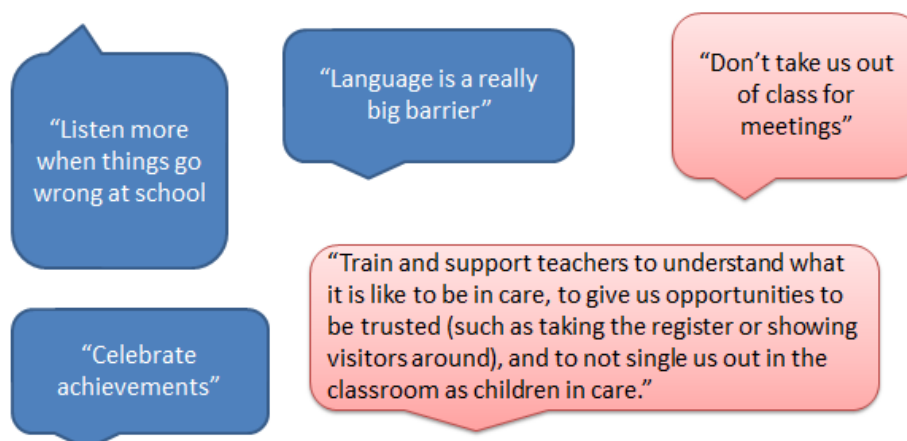
We will:

1. Embed our 'Networking Building' approaches to find and strengthen the relationships that are important to children and help them stay connected to those that they love throughout their childhood and into adulthood.
2. Support children and young people's request to meet other children in care and care leavers by co-producing a *Connections project*.
3. Grow the Bristol Model for children in care affected by exploitation to reduce the number of moves they experience, keep them safe and help them recover from the abuse
4. Embed transitional safeguarding practice so that care leavers are safeguarded from exploitation and abuse when they turn 18
5. Equip our children in care and care leavers to be the parents they want to be with a proactive offer from children's centres and evidence-based interventions as part of their independence planning
6. We turn the national trend on the disproportionate representation of children in care in the Criminal Justice System through the Safer Options contextual safeguarding project

Priority 2 Education, Training and Employment: Hold high aspirations and close the attainment gap for children in care. Increase the proportion of care leavers in education, training and employment.

Priority: We want children and young people to feel that they have somewhere to learn and develop in a setting that's right for them, and supports their personal development, as well as their educational attainment. We recognise that there are many different pathways for learning and will have high aspiration for our children and young people to achieve. We will work in partnership to provide a range of quality education and employment settings to help them develop confidence and skills for their future.

You said:



We will:

1. Promote high quality education and training pathways that enable success and opportunities for progression
2. Work with Bristol Learning City to increase the take up of apprenticeships for children in care and care leavers.
3. We will ensure that Personal Education Plans and Pupil Premium is child-focused and supports the attainment and attendance of all our children, including those with special education needs and disabilities.
4. Extend further the HOPE offer, advocacy and support for young people accessing further and higher education.
5. Promote 'Care Aware' model to Bristol education settings and encourage all settings, especially our Alternative Learning Providers, to ensure that children are supported in a trauma-informed way
6. Further develop appropriate high quality specialist and alternative education provision in Bristol for our children so they can be educated and live here in their home
7. Seek to extend the Reboot West offer for our care leavers to provide coaching support into Education, Employment and Training using a value-based approach called Acceptance and Commitment Therapy. Look to embed this into our core offer.

Priority 3 Opportunities growing up: Being in care is an enriching experience that equips children for a successful life.

Priority: All children should have opportunities to play, socialise, exercise, and learn. We want children and young people to be able to access the same or better opportunities as their peers and enjoy new and fun experiences with their friends and other care experienced people. We know that all children and young people experience lots of changes in their life and we are committed to supporting a smooth transition to adulthood and independence.

You said:



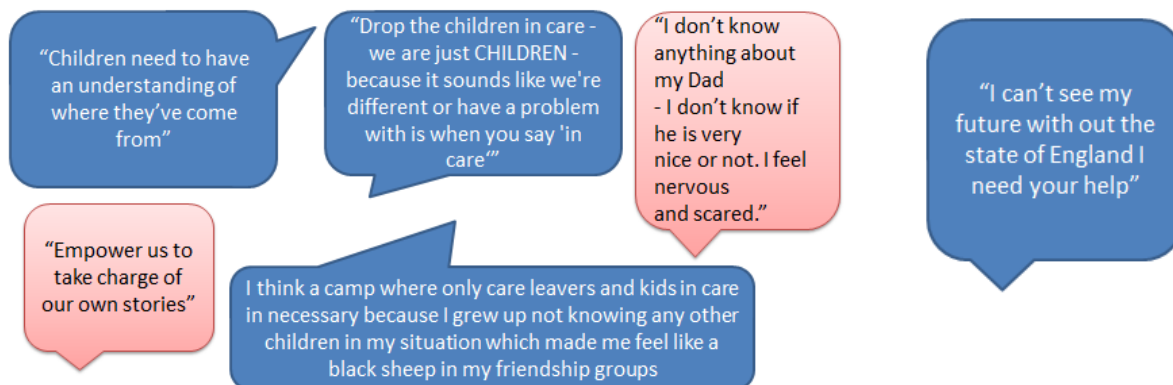
We will:

1. Build on the development of the EPIC (Exceptional People In Care) Fund by establishing The EPIC Charity, that will act like the bank of Mum and Dad, helping to provide funding for all those little extras including cultural, sports, leisure, faith based, arts and well-being activities
2. Establish and promote a range of and mentoring and befriending opportunities including ‘peer’ and ‘grandparent’ models
3. Encourage all children in care who are aged 14+ to take up the opportunity to complete the ASDAN Independent Skills Award that is offered in different languages
4. Work with other Local Authorities and partners in the South West to agree a shared Pledge and Regional Offer to benefit the region’s care leavers.
5. Build on the learning from the European VALUES promote integration of unaccompanied asylum seekers and young refugees through volunteering opportunities
6. Ensure all children in our care and care leavers have access to device and digital connectivity so they are not disadvantaged in communication and opportunities

Priority 4 Identity: Children and young people have a strong sense of self, and an understanding of their care story.

Priority: The rich diversity of Bristol is reflected in the children we care for and we recognise the importance for children to understand their history and their journey. We want help our children strengthen their sense of identity by understanding who they are, where they came from and all that they can achieve.

You said:



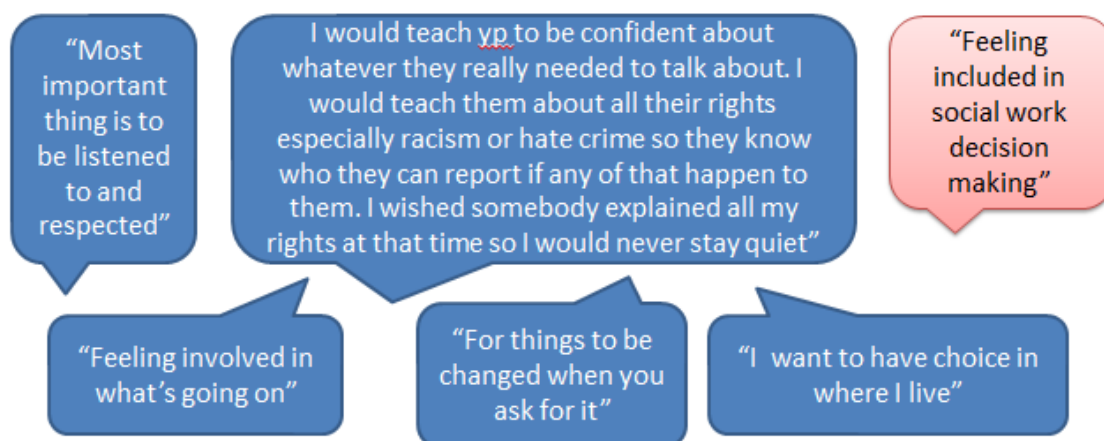
We will:

1. Promote agreed terminology across the city for children in care and care leavers, in partnership with them, to avoid jargon or language that makes them feel uncomfortable or different
2. Develop a cultural intelligence project to support and promote children and young people's cultural needs and to celebrate diversity
3. Propose the inclusion of 'care experience' as a local *Protected Characteristic* to promote a culture of inclusion, social justice and equality
4. Develop Bristol's Narrative model for children to understand their lives and the part others have played in order to build their resilience and sense of self.
5. Promote and champion the specific needs of unaccompanied and separate young people across the city and refresh the City offer including support with acquiring citizenship

Priority 5 Coproduction: children and young people are at the heart of service design, delivery and evaluation.

Priority: We believe that children and young people, as well as families and carers, are the experts of their own experiences which are valued and respected. Children and young people's voices must be heard to shape and design the delivery of services that are provided to them.

You said:



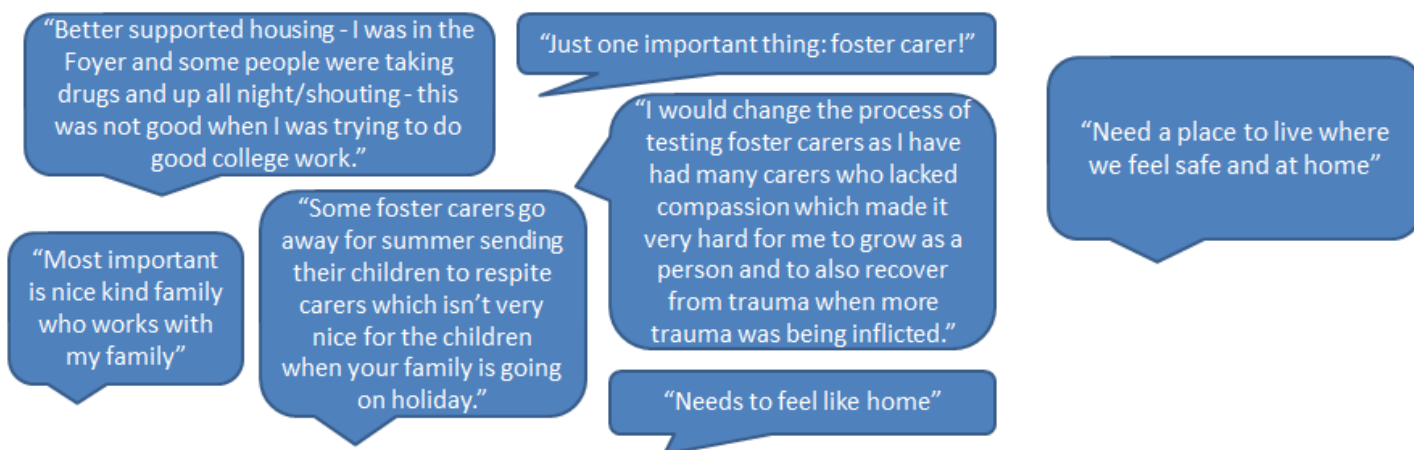
We will:

1. Develop a co-production practice framework in partnership with children and young people to ensure that everyone has a chance to have their views heard. We will ensure that "lesser heard" voices are amplified, especially for disabled children and/or children living away from Bristol.
2. Build on the success of the Care Leaver Ambassadors by increasing pre-apprenticeships and apprenticeships for Care Leavers in the Council. Expand the roles to include Recruiter, Trainer and Assessor/Auditor that support coproduction activity and work with council teams and partner organisations to be 'Care Aware'.
3. Create a safe space for parents and carers to come together and share their experiences and ideas to help us review our practice quality and inform service development.
4. Review foster care assessment process with existing foster carers and young people and seek to involve young assessors who stay a weekend with prospective carers and report their findings to the Bristol Fostering Panel.
5. Work with young people and our health and education colleagues to streamline the number of meetings for children in care (PEPS, health assessments, reviews).

Priority 6 Home & Housing: Children and young people will live somewhere where they feel a sense of safety and belonging and are loved.

Priority: We need to ensure access to a range of high-quality options to meet the needs of children in our care. In order to offer children stability and the opportunity to maintain important relationships we need to be able to place the majority of children in well-matched local homes near children's schools and communities. Our [Placement Sufficiency Plan 2020-23](#) will underpin our work in this area.

You said:



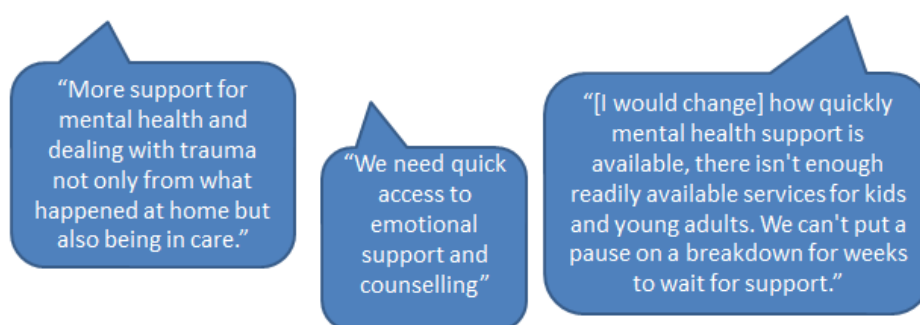
We will:

1. We will continue to develop our own children's homes including smaller children's homes and a bespoke home for disabled children
2. Develop Bristol Fostering Communities to encourage family connection and support for carers and children in our city (Bristol Mockingbird Model)
3. Develop a project to explore the viability of innovative options such as Kinder Homes or 'BIG' Homes (Bristol Inter-Generational) to maintain children being able to stay in their community, keep sibling groups together and promote stability
4. Review the housing needs of young people 16-21 and design a new offer
5. Develop psychologically informed home environments for children's homes and foster homes as part of The Bristol Model to promote good emotional regulation for children.
6. We will create fostering ambassadors within the Somali community to improve diversity amongst our foster carer population.

Priority 7 Health and Support: Improve health and well-being by ensuring high quality health services and information are provided to children, young people and carers.

Priority: Adverse childhood experiences (ACE's) can impact greatly on the short and long term health and well-being of our children in care and care leavers. The prioritisation of health strategies such as Thrive Bristol to promote recovery and build resilience within the children in care and care leaver population is vital for optimal health outcomes. Care-experienced children and young people need to be able to easily access the services available, as well as making use of specialist services where necessary.

You said:



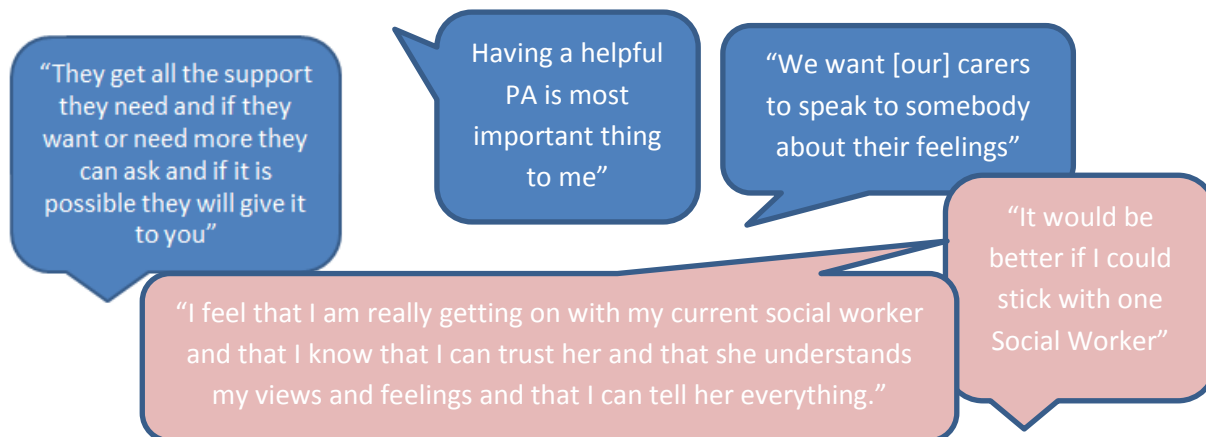
We will:

1. Co-produce the new care leaver health offer for young people aged 14 – 25 with the aim of reducing the variation in health service delivery for care-experienced people. The focus is on removing barriers to accessing appropriate resources that support healthy and safe transition to adulthood. Bristol, North Somerset, South Gloucestershire CCG has been chosen to be one of two pilot sites for the NHS England care leaver offer, starting in 2020.
2. Work together to review learning and actions resulting from the 2020 peer review of the child in care health services across the BNSSG footprint.
3. Cement The Bristol Model across and within all services for children in care and care leavers, ensuring that therapeutic practice is embedded by extending the offer of our placement support service. To provide an intensive therapeutic support programme for adolescents, with increased input to our children's homes. Underpinning reunification by developing a family therapy offer.
4. Relaunch the Therapeutic Fostering Service to include an intensive programme for young people to increase stability and their ability to remain within their own city, minimising placement disruption.

Priority 8 Caring for those who care: Children and young people are nurtured by carers and workers who are well-resourced, valued and supported.

Priority: We recognise that it is important to support the networks around children and young people to ensure that carers are happy, committed, confident, skilled and resilient so that they are emotionally present and available to support our children and young people.

You said:



We will:

1. Provide opportunities for connection, belonging and training for children, young people, carers and staff through shared office and communal spaces
2. Promote a more normalised family life experience and reduce difference and stigma through piloting the One Social Worker model for children in permanent foster homes safely reducing the number of professionals visiting the child
3. Ensure our Foster Carers are nurtured, supported and equipped to provide high-quality care through the launch of a Wellbeing Offer
4. Recognise and reward carers for the important work they do by reviewing the Bristol City Council Foster Care allowances and fees structure
5. Enable current foster carers to continue providing loving homes for children and young people, and encourage new foster carers to join us through bringing forward a proposal for council tax relief for Bristol City Council foster carers
6. Show our value and appreciation for all our staff and carers by promoting "Care with Pride" across the city where we champion the excellence of our carers and workers

9. How have we been doing?

Progress against the 7 Corporate Parenting Priorities we set out in 2018

Strategic Objective	What's been working well	The challenges that remain
Priority 1 - Families receive the help they need when they need it (Right Child, Right Service, Right Time, Right Place). We will strengthen our offer to families.	<p>The development of Strengthening Families, Edge of Care and the Reunification Teams (18 children have successfully returned home to live) have continued to support children and their families be together and stay together. This is coupled with reducing caseloads (from 24 to 17).</p> <p>Our rate of children in care per 10,000 children has fallen from 73 in 2016/17 to 66 in 2019/20 for our statistical neighbours this was 83 in 2018/19. This includes our unaccompanied asylum-seeking children who make up 7% of the children in care an increase from 6% in 2016/17.</p>	<p>Develop the Safer Options Team (extra familial harm response).</p> <p>Implement the Prevention of Care Panel and develop an out of hour's service.</p> <p>Reduce allocations to 15 children per social worker.</p> <p>Develop family therapy approaches: supporting families to understand their stories and strengthen their relationships.</p> <p>Consider a Therapeutic Life Story Dedicated role to support parental trauma and mental health.</p> <p>Reunification support offer for children and families living out of the Bristol area.</p>
Priority 2 - Children are supported to live safely within their families or with people who know them best. When this is not possible, children move to a permanent family or care placement without delay.	<p>The number of Special Guardianship Orders increased significantly from 22 to 46. 21% of our children in foster care live with a connected person. Adoption timeliness remains better than the England average and Bristol makes good use of early permanence options.</p> <p>96% of children in care have a plan for permanence. 2019/20 saw continued long-term placement stability at 73% (England average is 70%). Timeliness of reviews has remained strong at 95%.</p>	<p>Engaging the family network at the earliest opportunity.</p> <p>Develop the Network building / finding with care leavers.</p> <p>Co-produce care and pathway plans with children and their networks – writing 'to' the child.</p> <p>An agreed language (the words we use).</p>
Priority 3 - Children and young people tell us what's important to them and this influences what we do and the way we design and develop our services.	<p>Care leaver Bright Spots and COVID surveys.</p> <p>Child in Care Council and CLUB well established.</p> <p>Established care leaver Facebook page.</p> <p>Children consistently involved in staff interview panels.</p> <p>There have been eight Twilight Corporate Parenting Panels involving young people since 2018.</p>	<p>Dedicated coproduction strategy for children in care to include their role in designing, developing and commissioning the services including wider representation of the whole child in care and care leaver population.</p>
Priority 4 - Being in care is an enriching experience that equips children for a successful life.	<p>EPIC and STARS celebrations occur annually.</p> <p>The Hope Virtual School celebrate and reward school attendance and run an annual poetry competition.</p> <p>Care leavers have a priority interview if they meet essential criteria for BCC posts.</p> <p>Care leavers in Bristol are exempt from Council Tax.</p> <p>110 young people are currently undertaking the ASDAN qualification.</p>	<p>Develop the EPIC Charity</p> <p>The ASDAN course in different languages.</p> <p>Care leavers who live outside of Bristol are not exempt from Council Tax – develop a regional (and national) offer</p>
Priority 5 - Deliver good	Excellent placement support service.	Retention schemes for foster carers.

<p>quality care placements and move on accommodation for care leavers locally.</p>	<p>Therapeutic programme has a good success rate. Pilot programme for adolescences started June 2020. Children in the same placement for two or more years has improved in 2019/20 to 73% from 71% and is above the 69% for our statistical neighbours and the England average.</p> <p>80% of children in care live in a foster home. 63% of these children live in the local authority's own provision compared to the England average of 50%.</p> <p>18% of children aged between 18 and 21 have staying put arrangements in place; 25% of these young people are unaccompanied asylum seekers.</p> <p>Re-profiling of the children's homes has had a focus of bringing children placed outside, back to Bristol.</p>	<p>Develop regional leisure offer</p> <p>Securing funding for the therapeutic adolescence programme to continue beyond June 2021.</p> <p>Accommodation for young people at risk of CCE and CSE, unaccompanied asylum-seeking children and UAS care leavers; accommodation for 16+ year olds that need high levels of support.</p>
<p>Priority 6 - Hold high aspirations and close the attainment gap for children in care and increase the percentage of care leavers in education, training and employment.</p>	<p>Improved educational outcomes and attendance (above National benchmark) for children in care.</p> <p>The Virtual School Head is leading on Education's 'Belonging Strategy'.</p> <p>Reboot is in its second year in Through Care, supporting engagement and improvement in EET.</p> <p>74% of care leavers aged 17 or 18 are EET (England average was 64%) and 63% of care leavers aged 19 to 21 are EET (England average is 52%).</p>	<p>Support for children with SEND</p> <p>Exclusions are too high for all children in Bristol.</p> <p>Placement stability and school continuity (key in improving outcomes). Alternative education offer.</p> <p>Education settings being trauma informed.</p>
<p>Priority 7 Improve health and well-being by ensuring high quality health services and information are provided to children, young people and carers.</p>	<p>94% of our children have had a review health assessment. 98% of our children's immunisations are up to date.</p> <p>Personal budgets pilot was successful and is ongoing.</p> <p>Thinking Allowed – dedicated CAMHS team.</p> <p>Bristol will pilot a health service for care leavers to the age of 25.</p> <p>Through Care has a link worker from Off the Record.</p> <p>A dedicated placement support team that provide therapeutic, trauma informed support and interventions for carers and children.</p>	<p>Engaging older children who opt out of their health assessments.</p>

Consultation appendix:

The strategy has been co-produced with our care experienced children and young people via a series of surveys; one focussing on the impact of the COVID-19 Pandemic lockdown and another focussing specifically on the content of the strategy. We drew upon the national [Bright Spots surveys](#) from the previous two years which Bristol children and young people have contributed to. We also consulted foster carers and professionals. The 8 priorities were informed by this work as was the image that represents the Bristol Model.

This was then taken to the Children in Care Council and our Care Leavers Forum CLUB where the groups fed back on the image, explored what “belonging” meant to them, and wrote a joint letter to Corporate Parents which is the introduction to the strategy.

Feedback from Focus Groups September 2020:

Children in Care Council:

“Belonging means shared experiences.”

“I belong at the CICC because I can make new friends and learn about social life”

“There are kids going through what I’m going through”

“Relationships are important, [they] help us not to give up in life”

“Relationships are important but I find them difficult. I’m not very good at relationships”

“Family and friends are most important relationships”

“Resilience means bouncing back from the thing you find most hard”

“Resilience means never give up”

Care Leavers Unite Bristol (focussing on heart image)

- “Love should be in the middle because that’s the most important, and the central bit is the most important”
- “Use big writing for most important words”
- “Love should be in a red heart, in the middle. All loving words should be red”
- “Voice and Family on next heart outside love”
- “Stories/identity on the heart after that”
- “Resilience and Trauma-informed round the outside”
- “Use warm colours like red, orange and yellow”
- “Trust is important too”

Belonging means....

- being listened to
- being able to be open [about thoughts/feelings] and there not being consequences
- being accepted
- having key relationships, someone to believe in you
- I struggle to feel belonging. I feel I belong more as a care leaver than when I was in care. Belonging is seeing the same lot of people and knowing them”
- Workers need to show they care
- Relationships can make you feel like you belong



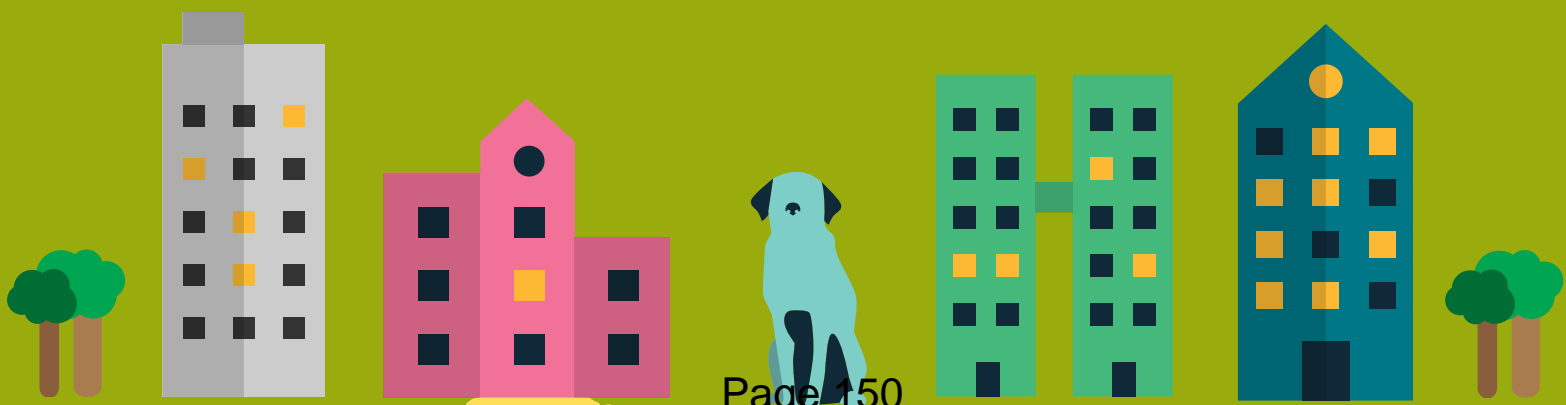
Your ideas on care

What do you think are the three **most important things** for children in care and care leavers?

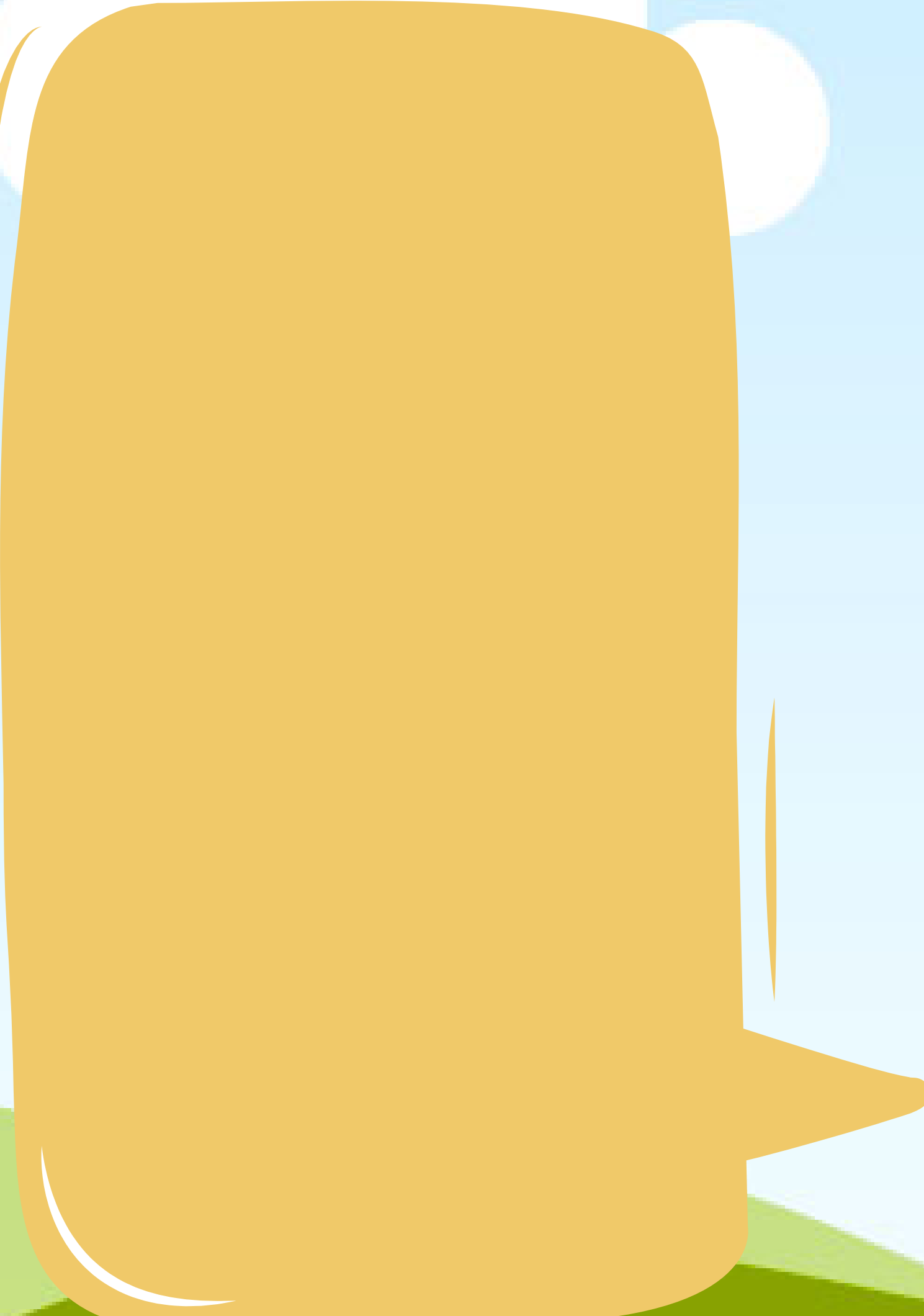
1.

2.

3.



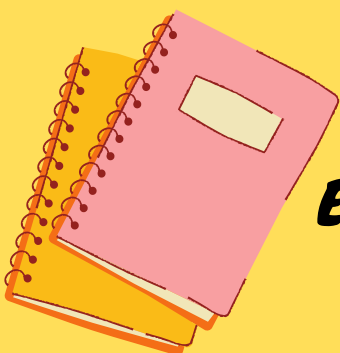
If you were in charge, what would be your **biggest** and **best** ideas about what you would change for children in care and care leavers?





Opportunities,
skills and
hobbies

Friends and
relationships



EDUCATION

Having a say

Knowing
your story



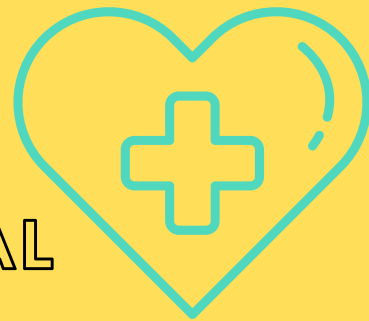
**home
life**



Hope for
the future

Health

INCL. MENTAL
HEALTH



What else?




Children in Care Survey


Every couple of years we have a good look at our service so that we keep our focus on children and young people and try to make it the best it can be. We'd really like your ideas so that you can inform how we care for children and young people and give them the best life chances.

We believe you are the experts in your own experience and we want to learn from you! We will use your ideas to draft our Plan for our children in care and The Pledge.

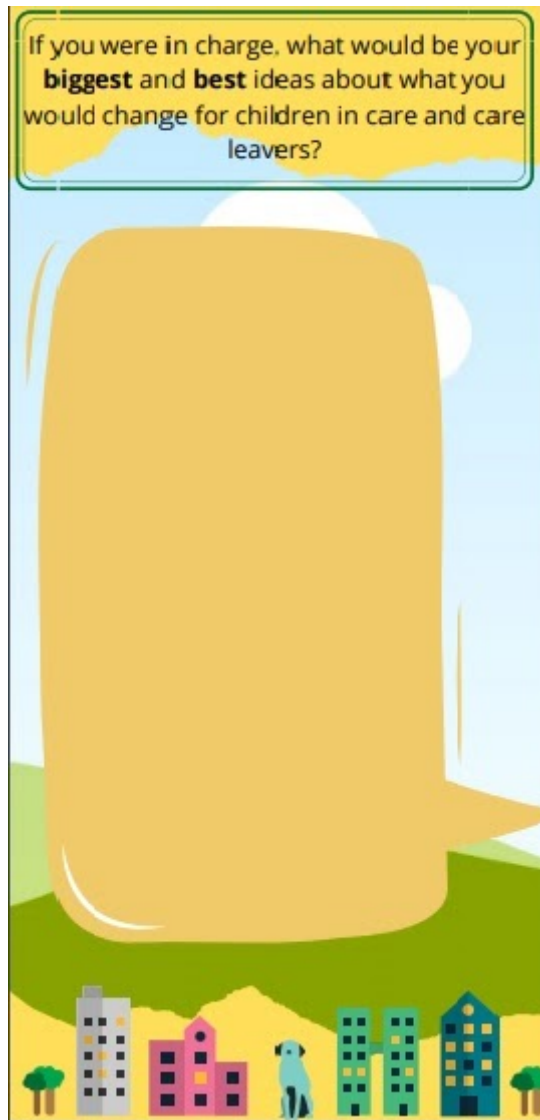
1. Your Name (optional)

What do you think are the three **most important things** for children in care and care leavers?

1. 
2. 
3. 



2. What do you think are the *three most important things* for children in care and care leavers?



3. If you were in charge, what would be your biggest and best ideas about what you would change for children in care and care leavers?



4. Thanks so much for your feedback! Leave your name and a way of getting in touch if you would like to be involved in this project to improve things for children and young people.

This content is neither created nor endorsed by Google.

Google Forms

Health inc Mental Health

- Being aware of diagnoses, communication preferences, health needs
- Timely, responsive, accessible and flexible mental health and support services

Page 157

“More support for mental health and dealing with trauma not only from what happened at home but also being in care.”

“We need quick access to emotional support and counselling”

“[I would change] how quickly mental health support is available, there isn't enough readily available services for kids and young adults. We can't put a pause on a breakdown for weeks to wait for support.”

Relationship with workers

Accessible responsive, consistent workers
Trust, respect and hope for my future
Keep increased level of contact since lockdown

Page 158

“My PA is amazing and is always keeping me updated with things and is a massive positive influence in my life.”

“Keep some of the calls and understand even after lockdown I'll still be locked in.”

“Keep promises”

“Someone that you could talk to when you need to chat about things that you can't discuss with your friends.”

“Important to be able to ring for help and get a quick answer”

Identity

Knowing history really important
Age-appropriate lifestory work
Supported access to files

Page 159

“Children need to have an understanding of where they’ve come from”

“Drop the children in care - we are just CHILDREN - because it sounds like we're different or have a problem with is when you say 'in care”

“I don't know anything about my Dad - I don't know if he is very nice or not. I feel nervous and scared.”

“Empower us to take charge of our own stories”

I think a camp where only care leavers and kids in care in necessary because I grew up not knowing any other children in my situation which made me feel like a black sheep in my friendship groups

Voice and Influence – co-production

Having choice
Knowing my rights
Feeling heard

Page 160
“Most important thing is to be listened to and respected”

I would teach yp to be confident about whatever they really needed to talk about. I would teach them about all their rights especially racism or hate crime so they know who they can report if any of that happen to them. I wished somebody explained all my rights at that time so I would never stay quiet”

“Feeling included in social work decision making”

“Feeling involved in what’s going on”

“For things to be changed when you ask for it”

“I want to have choice in where I live”

Opportunities

Access same/better opportunities as peers (hobbies, work exp, driving)
Enjoy new and fun experiences (inc with other care-experienced cyp)

We want to do fun
activities, play,
learn to cook

Page 161

“Play sport,
do
activities”

“Everyone
have
laptops”

“Have access to
outdoors and
nature”

“Access to funding for
things like driving,
counselling or
education”

“Access to
data and
tech”

“More gatherings with children in care
so everyone is able to make friends
with whom have been in similar
circumstances.”

Education

Help and support with education

More and better opportunities to learn English (cyp with asylum background)

Page 162

“Listen more when things go wrong at school”

“Language is a really big barrier”

“Don’t take us out of class for meetings”

“Celebrate achievements”

“Train and support teachers to understand what it is like to be in care, to give us opportunities to be trusted (such as taking the register or showing visitors around), and to not single us out in the classroom as children in care.”

Immigration

Quick access to education
Quick access to mental health support
Support with citizenship

Page 163

“I can’t see my future with out the state of England I need your help”

“Need a place to live where we feel safe and at home”

Home

Feeling loved
Feeling safe
Good matching
Having choice
Life skills and independence preparation

Page 164
“Better supported housing - I was in the Foyer and some people were taking drugs and up all night/shouting - this was not good when I was trying to do good college work.”

“Most important is nice kind family who works with my family”

“Some foster carers go away for summer sending their children to respite carers which isn't very nice for the children when your family is going on holiday.”

“Just one important thing: foster carer!”

“I would change the process of testing foster carers as I have had many carers who lacked compassion which made it very hard for me to grow as a person and to also recover from trauma when more trauma was being inflicted.”

“Needs to feel like home”

Transitions

Help with lifeskills e.g. finances
Consistent support
Good preparation
Feeling connected

Page 165

“I would make it that we have more support after care”

“we don't always budget well and sometimes we run out”

“Need financial guidance”

“Have meaningful activities”

“Important to have hope for the future”

“Feeling like life is getting better”

“They get all the support they need and if they want or need more they can ask and if it is possible they will give it to you”

Relationships and support networks

Quality family time
Good links between carers and birth family
Support to maintain friendships and connections with important people
Having positive role models

Page 166

“Have a really good friend”

“We must be able to see our families otherwise we will miss them”

“Have a person who believes in you”

“We must be helped to find friends and have someone to talk to”

“Contact with mum and family is important”

“If we move, we need more help to stay in contact with friends from school”

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	Corporate Parenting Strategy and Pledge to Children in Care and Care Leavers
Directorate and Service Area	People Directorate
Name of Lead Officer	James Beardall

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

In December 2017 Bristol launched the current Corporate Parenting Strategy and Pledge to Children in Care and Care Leavers. The Strategy is designed for Bristol City Council and our partners and the Pledge is for children and young people.

The updated Corporate Parenting Strategy was developed in response to children and young people's feedback, as well as analysis of data, monitoring and review, and feedback from our most recent Ofsted inspection of 2018. It sets out our vision as an effective, caring and ambitious corporate parent with eight priorities and 45 actions outlining how we aim to improve outcomes for children in care and care leavers. Governance arrangements have been re-established with Bristol's Corporate Parenting Panel and Strategic Boards to monitor and support delivery against the strategic objectives.

There have been significant improvements in some areas, in others challenges remain.

The strategy is based on the seven Corporate Parenting Principles as enshrined in law in the Children and Social Work Act 2017 which invites our key partners to join us in our work to be the best corporate parents we can, acknowledging we all have an important role to play. It also requires local authorities to publish an offer to care leavers including extending the provision of a leaving care personal adviser and leaving care support to age 25 for all those who want it.

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

The Leaving Care Self-Evaluation 2020, the Joint Strategic Needs Assessment Chapter on Children in Care and Care Leavers in 2018, the results from our survey, and our own data

gives us detailed information on children and young people affected by this proposal. The JSNA Chapter includes detailed data and evidence of effectiveness, local views and proposed recommendations. This detailed report has informed the strategy refresh.

2.2 Who is missing? Are there any gaps in the data?

Information is not routinely recorded about obesity levels. Information on Child Criminal Exploitation is relatively recent.

2.3 How have we involved, or will we involve, communities and groups that could be affected?

The Strategy and Pledge have been developed in consultation with a range of partners and the voices of young people have been central to the development of both documents. Messages from children in care and care leavers were gleaned through an online survey and focus groups with the Children in Care Council and Care Leaver Forum (CLUB). The aim is to respond to their priorities through the strategic actions outlined in the Strategy and the commitments in the Pledge. Further consultation will be taking place with the Children in Care Council to review the commitments in the Pledge and ensure that they do address their priorities.

Step 3: Who might the proposal impact?

Age

Young people in England are able to stay with their foster carers until the age of 21. This will improve outcomes for young people who have previously faced the prospect of living alone too soon. We will need to continually recruit carers to allow current carers to keep their foster children living with them longer. We are working to recruit more experienced carers who can look after children with a range of needs including teenagers and disabled children, and carers who reflect the ethnicity and culture of children needing their care.

Disability

Factors that lead to a disabled child coming into care are complex, and can include family stress, abuse or neglect, and parental illness. The literature states that disabled children in care are more likely to be voluntarily accommodated than subject to a care order. However, it is reported that disabled children experience a heightened vulnerability to abuse¹.

We are working to recruit more carers who can care for disabled children, including short breaks and contract short break care. Bristol City Council's 'Diversity and Equality in fostering and adoption recruitment' statement makes a commitment to recruit disabled foster carers and adopters. The intention is to reflect carers with disabilities in recruitment material, and using myth-busting as part of recruitment strategies.

¹ Dowling, S., Kelly, B. & Winter, K. (2012) Disabled Children and Young People who are Looked After: A Literature Review. Belfast: Queen's University Belfast.

Marriage and civil partnership

It is important to highlight to potential foster carers and adopters that they do not need to be married in order to foster or adopt, and that single people can too, as well as those in civil partnerships, and living with their partner. All Bristol City Council fostering and adoption recruitment material will emphasise this.

Pregnancy & maternity

The principal risk factors associated with teenage pregnancy, such as socio-economic deprivation; limited involvement in education; low educational attainment; limited access to consistent, positive adult support; being a child of a teenage mother; low self-esteem; and experience of sexual abuse, are to be found more often in the care-experienced population than among children and young people who are not in care².

Almost a quarter of girls (22%) in care in England become teenage mothers, according to the Centre for Social Justice, around three times the average rates. The figures also suggest at least one in 10 care-leavers who become parents have their children taken into care³.

Increased capacity to care for teenage parents is therefore necessary, as well as preventative initiatives to reduce rates of teenage pregnancy. We continue to develop our resources to increase the offer for parent/child fostering.

Race/ethnicity

An increasing number of asylum-seeking children are beginning to have an impact on the profile of children in care. Many of these children may have been traumatised and living in very stressful circumstances, which means that they often need more specialist care. Asylum-seeking children make up approximately 8% Bristol's looked after children population and 11% of care leavers.

Good foster care matching processes are associated with better outcomes for children and young people. Ideally, research suggests that these processes should include attention to the characteristics of foster parents or key carers, so that carers and children can be well matched⁴.

Bristol City Council's 'Diversity and Equality in fostering and adoption recruitment' statement makes a commitment to recruiting more foster carers from black and minority

² SCIE Research briefing 9: Preventing teenage pregnancy in looked after children

³ Craine et al (2014) found that [children in care] were far less likely to terminate their pregnancy than young people in the wider population, with 70% of LAC carrying on with their pregnancy, compared to 28% in the wider population.

⁴ SSIA, What Works in Promoting Good Outcomes for Looked After Children and Young People?

ethnic backgrounds in order to better reflect the ethnicity of children in care through the following recruitment strategies:

- Joint working with Black, Asian and minority ethnic led organisations, meetings with adoption agencies and councillors.
- Advertising and radio interviews on Ujima, BCFM and Ramdan radio
- Recruitment stands at schools with high Black, Asian and minority ethnic population
- Working with Black, Asian and minority ethnic Councillors to promote fostering
- Meeting with Somali and Polish groups
- Basic information on fostering provided in Somali and Polish- available at recruitment events
- Attendance at Black History Month awards- nomination of our Black carers
- Advertising in Black History Month leaflet of events
- Mail-out to all schools for Black History Month with famous Black, Asian and minority ethnic people who have been in care or adopted.
- Specific leaflet with diverse imagery developed
- Lead the way campaign- encouraging faith and community leaders as well as councillors to learn about fostering and adoption and cascade this to communities

Religion and belief

We need to be aware of the importance to some children and young people of the religious observance of their family's traditional religion. Not all children and young people will feel strongly about their religion, but some will. In line with our fostering recruitment strategy, recruiting a diverse range of carers who can support children and young people from a variety of religions and beliefs is important. In order to do this, we have committed to:

- Working specifically with Muslim communities to provide appropriate and relevant information, spreading the word for the need for a diverse population of carers
- Holding information stands at church events
- Working with local faith groups
- Partner with Home for Good to encourage fostering and adoption amongst churches

Sex

There are slightly more boys than girls in care in Bristol, which reflects the national demographic profile. As explored above, girls in care experience a higher rate of teenage pregnancy.

Girls are four times more likely than boys to be identified as at risk of CSE (Child Sexual Exploitation). Boys are more likely to be involved in CCE (Child Criminal Exploitation) with the caveat that some areas in Bristol are seeing a year on year increase in girls involved in serious youth violence. In terms of educational outcomes, girls generally outperform looked after boys

which mirrors patterns of attainment in the general population. The HOPE Virtual School aims to increase the educational attainment of all children in care.

Sexual Orientation and Gender reassignment

New Family Social survey from 2020 found that 1 in 7 LGBT+ people currently being assessed for adoption say that their sexual orientation has been a barrier in the process. This rose to 1 in 3 of those at the family-finding stage⁵.

The increased recruitment of LGBT+ people as foster carers and adopters has been influenced by the view that for children, it is the quality of the adult-child relationship that matters rather than the structure of their family, or the sexual orientation of their parents⁶. Bristol City Council aims to increase the number of LGBT+ people registering as foster carers by:

- Holding a week-long campaign targeting potential LGBT+ foster carers
- Utilising press and media opportunities around National LGBT+ fostering week
- Holding open information sessions with LGBT+ communities
- Having a stand at Pride for adoption and fostering
- Ensuring New Family Social materials are available at all recruitment events

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal and what actions have been identified going forward?
Actions to address the identified issues relating to each protected characteristic have been identified above. We are also looking to promote Care Experience as a protected characteristic in Bristol.
4.2 How will the impact of your proposal and actions be measured moving forward?
The implementation of the Corporate Parenting Strategy and Pledge to Children in Care and Care Leavers will be monitored through the applicable multi-agency boards – Learning City Partnership Board, Health and Wellbeing Board, the Keeping Bristol Safe Partnership, as well as the Corporate Parenting Panel.

⁵https://newfamilysocial.org.uk/resources/Documents/Research/08_09_20_FINAL_STATEOFTHESYSTEM_SUMMARY.pdf

⁶ e.g. Golombok, 2000

Service Director Sign-Off:	Equalities Officer Sign Off: <i>Reviewed by Equality and Inclusion Team</i>
Date:	Date: 10/11/2020

Decision Pathway Report



PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 December 2020

TITLE	Stabilisation of Redland Hill Parapet Wall and Retaining Rock Face		
Ward(s)	Redland		
Author: Chris Dooley	Job title: Bridges and Highway Structures Team Manager		
Cabinet lead: Councillor Kye Dudd	Executive Director lead: Stephen Peacock		
Proposal origin: BCC Staff			
Decision maker: Cabinet Member			
Decision forum: Cabinet			
Purpose of Report:			
<ul style="list-style-type: none"> • To inform Cabinet of the ongoing history of this stabilisation project. • To inform Cabinet that the forecasted final outturn costs for works are now at £942,094 from the original estimate of £230,561 • To seek approval for the additional £442,217 over and above the £500k threshold meaning a total forecasted project cost of £942,094 which is an estimated total cost based on all known information, with the project now 80% completed. • To inform Cabinet that the Spire Hospital are paying for 100% of the stabilisation works Project in their entirety and to date have paid BCC £645,202, with the balance (£297K), with them to finalise/agree once total costs are finalised. 			
Evidence Base:			
<ol style="list-style-type: none"> 1. In December 2017 the retaining wall which gives structural support to the highway of Redland Hill was impacted by an HGV with resulting lateral displacement of the parapet wall away from the highway. The part of the wall which received the impact was itself locally supported by a concrete beam which spanned over a discontinuity within the rock face cliff below. The concrete beam was also displaced and cracked by the impact. The adjacent footway was immediately fenced off to prevent pedestrian access as the structural support to the footway was now itself unstable and there was a sheer drop of approximately 12m down into the Spire Hospital car park below. An area of the lower Spire Hospital car park was also fenced off due to the condition of the parapet wall and the risk of falling masonry and loose material. 2. The car park owners, Spire Hospital, were notified under the Highways Act, and asked for their proposals in order to remedy the damage to the highway structure and reinstate the support to the highway so that it could be reopened to the public. The Spire's initial response was that they would not accept that there was clear evidence that the retaining wall and the quarried rock face was their responsibility. This is not an uncommon situation where historic maps cannot be relied upon to determine full ownership, sometimes costs are split 50 / 50 between the Council and the landowner in order to progress, sometimes the Council may bear the whole cost. 3. The Council then proposed that if Spire were willing to fund the full repair costs then The Council could prepare the design, procure the Contractor and project manage the works. Spire agreed to this approach and in November 2019 a legal agreement was signed between the two parties and funds to cover the estimated cost of the project were transferred by Spire into the Council's account. The agreement provided for Spire Hospital funding to cover any potential cost increases if these were due to legitimate approved contractual compensation events, during the course of the works. 			

4. During the 23 months which it took to form the agreement, the angle of displacement of the retaining wall had increased and a number of complaints were received from the public in regard to not being able to use the footpath along this side of Redland Hill. The repair works commenced on site in December 2019 and the road was reduced to a single lane with traffic lights to provide a safe working space behind the unstable ground.
5. The initial estimated cost of the project scheme was £230,561. Since the works commenced there have been a number of events which have necessitated design changes, programme increase and significant cost increase. These have included:
 - Once demolition had progressed, it became evident that the rock face itself was collapsing locally and so a complete redesign had to be undertaken in order to stabilise the rock face and provide alternative structural support to the highway,
 - In March 2020 the site had to be shut down due to COVID, but the hire of the traffic lights and equipment meant high continuing overheads,
 - A cast iron high pressure water main was discovered approximately 3m underground, not where it was expected to be, and in the route of one of the rows of rock anchors,
 - Drilling for the upper rows of anchors led to the discovery of unstable rock within the rock mass which led to changing the method of drilling in order to allow the holes to be sleeved,
 - The scaffold access system had to be changed on a number of occasions in order to accommodate piling works by others (Spire Hospital), within the car park below.
6. A summary of these changes is recorded in the project's Risk Register. The changes have led to an increase in the estimated project cost by approximately £711,533k and all extra costs will be funded by Spire. An extra £422,217.00 has already been paid by Spire in May 2020 and we have now invoiced them for the projected balance. Once this has been agreed by the Spire the Council should then have all funds within the scheme budget capital code, in order to complete the project, based on the current known situation. **It must be noted that Spire Hospital will then have paid for the whole of the full Project in its entirety (100%), in accordance with the terms of the legal agreement.**

Risks of the project:

1. The project is now 80% complete, programme-wise. The remaining known risks are now:
2. Cashflow is the largest risk. Any funding and cashflow restrictions possibly imposed by The Council would lead to the Council needing to bear the financial impact of such restrictions. The cost of any stoppages of the site due to the inability to pay Contractors would be in the order of approximately £50k per month,
3. Formation of bearing area for support slab above the rock head, risks associated with ground conditions. Trial excavations have been made which indicate that the risk is low, and conservative parameters have been used for the design bearing pressure.

Cabinet Member / Officer Recommendations:

That Cabinet

1. Approve the additional spend of £442,217 to reflect the increase in costs as highlighted in the report.
2. Note that the Spire Hospital are paying for all the full costs of the stabilisation works.

Corporate Strategy alignment:

The corporate strategy objectives of this specific project would be fulfilment of some of the corporate strategic themes with regard to Wellbeing, well connected and business as usual. The scheme will also fulfil the Council's main statutory duties, as Local Highway Authority.

City Benefits:

Completing the scheme will allow both carriageways and the northernmost footway of Redland Hill to be opened. This footway is the only convenient accessible route from Whiteladies Road, via the zebra crossing, to Durdham Park and Coldharbour Road. Opening both traffic lanes will remove congestion and associated pollution caused by the temporary traffic signals which are currently in situ.

Ensuring the required cashflow will remove the risk of any project costs having to be borne by The Council and the tax payer directly as, provided The Council do not impose restrictions which are not an accepted compensation Event under the Construction Contract, Spire Bristol have agreed to fund the scheme in its entirety.

Completing the scheme will also allow Spire to have full safe use of their car park below, thus reducing pressure on local residential roads to have to accommodate excess vehicles.

The design life of the rock anchor and stabilisation works, and the footway support slab, is 120 years.

Consultation Details:

Both ward councillors have been briefed on the ongoing works, Spire Bristol are being updated each fortnight and we are in close communication regarding all details of the scheme.

Background Documents: The Highways Act 1980

Revenue Cost	£24,445 (10252/10475/10473)	Source of Revenue Funding	All funding paid by Spire Hospital
Capital Cost	£917,649 (P13498-1001 – 2019-20) (P13498-1011 – 2020-21)		All funding paid by Spire Hospital
One off cost <input checked="" type="checkbox"/> Ongoing cost <input type="checkbox"/>		Saving Proposal <input type="checkbox"/> Income generation proposal <input type="checkbox"/>	

Required information to be completed by Financial/Legal/ICT/ HR partners:

1. Finance Advice:

The report states that the cost estimate for the Redland Hill works has increased by £712k. BCC are co-ordinating the project, but the costs are being borne wholly by Spire Hospital therefore the increase in cost estimate does not give BCC a capital funding pressure.

Finance have confirmed with the legal team that payment will be in advance from Spire, that Spire will pay any additional cost from the current estimate, and that the contract with Spire is sufficiently detailed for BCC to rely upon if works are disputed. Therefore the financial risk to BCC is minimised in the event of project delay or issue with payment.

Finance recommend that the additional project costs are incorporated into the capital programme, and that the spend is approved.

Finance Business Partner: George Palmer, Finance Business Partner, Growth and Regeneration

Date: 23/11/20

2. Legal Advice: Legal Services have reviewed and approved the Legal Agreement between The Council and Spire relevant to the recovery of the costs of the work from the Spire.

Legal Team Leader: Husinara Jones, Solicitor/Team Leader 10th November 2020

3. Implications on ICT: None

ICT Team Leader: N/A

4. HR Advice: N/A

HR Partner: N/A

EDM Sign-off	Stephen Peacock	14 th October 2020
Cabinet Member sign-off	Cllr Kye Dudd	19 th October 2020
Mayor's Office	Mayor's Office	2 nd November 2020

Appendix A – Further essential background / detail on the proposal 57W045 The Glen RW post-impact inspection photos and Works Information and location Plan	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	YES
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Decision Pathway – Report Template

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 December 2020

TITLE	Procurement of Emergency Payment vouchers in respect of the Local Crisis and Prevention Fund (LCPF)		
Ward(s)	All		
Author: Matthew Kendall	Job title: Benefits Technical Manager		
Cabinet lead: Cllr Cheney	Executive Director lead: Mike Jackson		
Proposal origin: BCC Staff			
Decision maker: Cabinet Member			
Decision forum: Cabinet			
Purpose of Report:			
This report seeks approval to deliver the procurement of a solution via a compliant tendering process for the food, fuel and school uniform contract of the Local Crisis and Prevention Fund’s (LCPF) Emergency Payment provisions for a period of 3 years.			
Evidence Base:			
The LCPF administers applications from circa 8,000 low income households in crisis/emergency need requiring household goods and one off emergency payments. Emergency Payments are awarded by way of a grant and currently assist successful applicants with food, fuel and school clothing poverty via supermarket vouchers with PayPoint terminals being used to assist with gas and electricity payments.			
The budget for Bristol’s LCPF has been set at £200,000 since 2017; however since the outbreak of COVID-19 this fund has been temporarily increased to £1m for 2020/21 with additional spend being financed by the Ministry of Housing Communities and Local Government (MHCLG) COVID-19 Hardship Fund. This expanded fund has enabled assistance to be provided to over 4,500 households so far in 2020/21.			
It is expected that COVID-19 will be prevalent for some time and recovery to 2019 levels gradual. Government engagement to date has focused solely on 2020/21 financial support, however our medium term planning assumptions are that, given the continuing need, some additional government funding for at least 2021/22 can be anticipated (although still to be confirmed) and therefore we should procure on this basis to provide the reactive headroom that may be required should the need arise. Therefore there will be an estimated fund of at least £500k (additional £300k based on 2019/20 levels) available, but if the overall value is lower we look to utilise a pro rata split based on the demand as outlined below.			
The current fund award apportioned for food, fuel and school clothing assistance is circa 70%, 5% and 25% respectively so we would propose to continue any award split in a similar manner and ideally award under one contract, but through the award of separate contracts if necessary.			
The existing Emergency Payment contracts expire in March 2021 and have been most recently directly awarded and extended via COVID 19 emergency procurement powers. The combined value for contracts for food, fuel and school clothing will be above the OJEU threshold and it is proposed that an OJEU compliant tender process should commence for these contracts. The proposed duration of the contract(s) is one year, commencing April 2021, with the option to extend for an additional two years in yearly increments.			
The estimated value of the Emergency Payment contract(s) will be £500k for the initial one year term with a possible			

further £1m if the two one year extensions are exercised. Therefore the estimated total value for this procurement including extension options is £1.5m, noting that should the available funding be lower than expected there will be no contractual commitment to expend to this level.

Cabinet Member / Officer Recommendations:

That Cabinet

1. Approve the procurement of a contract/s to deliver the Local Crisis and Prevention Fund’s emergency food, fuel and school clothing contracts.
2. Authorise the Director of Finance in consultation with the Deputy Mayor with responsibility for Finance, Governance, Property and Culture, to take all the steps necessary to procure and award a contract or contracts to provide emergency payment vouchers for food, fuel and school clothing at the estimated value of £1.5m from 1st April 2021 up to 31st March 2024.

Corporate Strategy alignment:

‘Tackle food and fuel poverty’ –by assisting households with no or low income, in crisis, in a timely and efficient manner, by supplying either essential household goods and/or emergency payment grants and in accordance with the LCPF policy.

City Benefits:

The successful award of these contracts will allow the suppliers, on behalf of Bristol City Council, to assist low income families with food and fuel poverty. The payment of emergency grants (with wrap around support) will have positive impacts on reducing inequality and improving health and sustainability.

Background Documents:

<https://democracy.bristol.gov.uk/documents/s23591/Local%20Crisis%20and%20Prevention%20Fund%20LCPF%20report%2025th%20June%202pm.pdf>

Revenue Cost	£200k -£500k p.a.	Source of Revenue Funding	Service Budget (14195 £200k. Additional Government funding up to £300k p.a.
Capital Cost	NA	Source of Capital Funding	NA
One off cost <input type="checkbox"/>		Ongoing cost <input checked="" type="checkbox"/>	
		Saving Proposal <input type="checkbox"/>	
		Income generation proposal <input type="checkbox"/>	

Required information to be completed by Financial/Legal/ICT/ HR partners:

1. Finance Advice:

This report requests permission to tender the Local Crisis and Prevention Fund’s emergency food, fuel and school clothing contracts.

These new contracts will be effective from 1 April 2021 at a combined contract value between £0.2m and £0.5m.

There will be an option to extend for 1 year plus 1 year so that the total contract might represent up to £1.5m spend over a 3 year period.

It is confirmed that Local Crisis and Prevention Fund budget for 21/22 is sufficient to meet the estimated annual minimum £0.2m cost of these contracts. Any annual expenditure over and above the budget’s £0.2m will not exceed annual awarded funding.

Finance Business Partner: Jemma Prince 28/10/20

2. Legal Advice: As the value of a combined contract will be above the relevant threshold for goods and services, it should be procured via an EU compliant process in accordance with the Public Contract Regulations 2015, in addition to the Council own Procurement Rules. Procurement and Legal advice should be sought to ensure a compliant process is undertaken and suitable contracts used.

Legal Team Leader: Eric Andrews, Team Leader, Legal Services 29/10/20

3. Implications on IT: No anticipated impact to IT Services		
IT Team Leader: Simon Oliver 21/10/2020		
4. HR Advice: No HR implications evident		
HR Partner: James Brereton (People & Culture Manager), 23 rd October 2020		
EDM Sign-off	Denise Murray	28/10/2020
Cabinet Member sign-off	Cllr Cheney	19/10/2020
For Key Decisions - Mayor's Office sign-off	Mayor's Office	02/11/2020

Appendix A – Further essential background / detail on the proposal	NO
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Appendix E – Equalities screening / impact assessment of proposal

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	Procurement Emergency Payment suppliers in respect of the Local Crisis and Prevention Fund (LCPF)
Directorate and Service Area	Resources/Benefits/LCPF
Name of Lead Officer	Matthew Kendall

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal? LCPF administers applications from c8000 low income households in crisis/emergency need requiring short term one off emergency payments. These are paid as a grant and assist successful applicants with food and fuel poverty via a supermarket voucher that can also be used at PayPoint terminals. Current contracts expire at the end of May 2020. LCPF is working with Procurement and other related specialist services in order to successfully carry out this tender process, in order for new effective and efficient supplier contracts to be fully in place by June 2020.
--

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected? A breakdown of current awards that the serviced by the contractors on behalf of LCPF are as below. Emergency Payments <ul style="list-style-type: none">• Gender<ul style="list-style-type: none">○ Male/Female = 48/52%• Age<ul style="list-style-type: none">○ under 25 = 15%○ 25 – 34 = 32%○ 35 – 44 = 27%○ 45 – 54 = 19%○ 55 – 64 = 7%○ 65+ = 0%• Household composition (percentages rounded)<ul style="list-style-type: none">○ Single = 58%○ Single parents = 27%○ Childless couples = 4%○ Couples with children = 10%
--

<ul style="list-style-type: none"> • Ethnicity <ul style="list-style-type: none"> ○ White = 75% ○ Asian / Asian British (or variation of) = 2% ○ Black / African / Caribbean / Black British = 11% ○ Mixed / multiple ethnic groups = 6% ○ Other ethnic groups = 6%
2.2 Who is missing? Are there any gaps in the data?
Yes, information around awards made to people with the protected characteristics Disability, Sexual Orientation and Religious Beliefs are not collected/available.
2.3 How have we involved, or will we involve, communities and groups that could be affected?
The procurement approach will be circulated to relevant suppliers in the normal procurement compliant process via ProContract.

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?
<p>We do not anticipate that the reprocurement process will have an adverse impacts on people with proposed characteristics. Bristol City Council administers the application process and promotion of the LCPF and this is outside the scope of this recommissioning project.</p> <p>Recipients of LCPG in Bristol are socio-economically advantaged and we know that some equalities groups are over-represented. 25% of recipients of emergency payments are non-White British compared to 16% for the Bristol population overall.</p> <p>Recipients of emergency payment grants are often young and single people, including many with physical and mental health disabilities.</p>
3.2 Can these impacts be mitigated or justified? If so, how?
<p>As this service requires working closely with citizens (including visiting their homes to deliver and install household goods) we need to ensure that the successful provider is able to work well with diverse and complex service users.</p> <p>As part of the tender process will require potential providers to demonstrate that they will operate in accordance with the Equality Act 2010 and the s.149 Public Sector Equality Duty. We will also ask potential providers about their service delivery model, safeguarding policy etc.</p> <p>We will also require providers to demonstrate that the service they offer is accessible and meets the differing needs of disabled people</p>
3.3 Does the proposal create any benefits for people with protected characteristics?
Yes – continuation of the fund is reliant on finding new/continuation of suppliers.
3.4 Can they be maximised? If so, how?
Yes – see above

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?
This EqIA has highlighted the need for us to use the re-procurement of this service to ensure that the supplier of Emergency Payments is competent to work with equalities groups.
4.2 What actions have been identified going forward?
Ongoing monitoring of measures in section 4.3 below
4.3 How will the impact of your proposal and actions be measured moving forward?
Measure where any potential impact could be measured as below; <ul style="list-style-type: none">• Additional applications to LCPF• Additional awards of Emergency Payments and/or Household Goods• Additional calls/visits to the Benefits Service CSC/CSP• Less calls/visits to the advice sector/charities/foodbanks

Service Director Sign-Off: Denise Murray	Equalities Officer Sign Off: <i>Reviewed by Equality and Inclusion Team</i>
Date: 04/03/2020	Date: 04/03/2020

Appendix F – Eco-impact screening/ impact assessment of proposal

Eco Impact Checklist

Title of report: Procurement of Emergency Payment suppliers in respect of the Local Crisis and Prevention Fund (LCPF)				
Report author: Matthew Kendall				
Anticipated date of key decision: 9 th April 2020				
Summary of proposals:				
The proposal is to tender for a contract for emergency payments grants (in order to grant low income households with assistance to buy food or pay utility bills)				
Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	No			
Bristol's resilience to the effects of climate change?	No			
Consumption of non-renewable resources?	No			
Production, recycling or disposal of waste	No			
The appearance of the city?	No			
Pollution to land, water, or air?	No			
Wildlife and habitats?	No			
Consulted with: Relevant procurement and legal needs as well as open day with potential suppliers.				
Summary of impacts and Mitigation - to go into the main Cabinet/ Council Report				
The impacts of this proposal are minimal.				
The proposals however do include a proposed tender to include reused/recycled household goods, as well as new one to mitigate any environmental impact and an opportunity to purchase energy efficient appliances where possible.				
Checklist completed by:				
Name:		Mathew Kendall		
Dept.:		Benefits Service/LCPF		
Extension:		07775 538799		
Date:		03/03/2020		
Verified by Environmental Performance Team		Giles Liddell		

Appendix E – Equalities screening / impact assessment of proposal

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	Procurement Emergency Payment suppliers in respect of the Local Crisis and Prevention Fund (LCPF)
Directorate and Service Area	Resources/Benefits/LCPF
Name of Lead Officer	Matthew Kendall

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

LCPF administers applications from c8000 low income households in crisis/emergency need requiring short term one off emergency payments. These are paid as a grant and assist successful applicants with food and fuel poverty via a supermarket voucher that can also be used at PayPoint terminals.

Current contracts expire at the end of May 2020.

LCPF is working with Procurement and other related specialist services in order to successfully carry out this tender process, in order for new effective and efficient supplier contracts to be fully in place by June 2020.

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

A breakdown of current awards that the serviced by the contractors on behalf of LCPF are as below.

Emergency Payments

- Gender
 - Male/Female = 48/52%
- Age
 - under 25 = 15%
 - 25 – 34 = 32%
 - 35 – 44 = 27%
 - 45 – 54 = 19%
 - 55 – 64 = 7%
 - 65+ = 0%
- Household composition (percentages rounded)
 - Single = 58%

<ul style="list-style-type: none"> ○ Single parents = 27% ○ Childless couples = 4% ○ Couples with children = 10% <ul style="list-style-type: none"> ● Ethnicity <ul style="list-style-type: none"> ○ White = 75% ○ Asian / Asian British (or variation of) = 2% ○ Black / African / Caribbean / Black British = 11% ○ Mixed / multiple ethnic groups = 6% ○ Other ethnic groups = 6%
2.2 Who is missing? Are there any gaps in the data?
Yes, information around awards made to people with the protected characteristics Disability, Sexual Orientation and Religious Beliefs are not collected/available.
2.3 How have we involved, or will we involve, communities and groups that could be affected?
The procurement approach will be circulated to relevant suppliers in the normal procurement compliant process via ProContract.

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?
<p>We do not anticipate that the procurement process will have an adverse impacts on people with proposed characteristics. Bristol City Council administers the application process and promotion of the LCPF and this is outside the scope of this recommissioning project.</p> <p>Recipients of LCPG in Bristol are socio-economically advantaged and we know that some equalities groups are over-represented. 25% of recipients of emergency payments are non-White British compared to 16% for the Bristol population overall.</p> <p>Recipients of emergency payment grants are often young and single people, including many with physical and mental health disabilities.</p>
3.2 Can these impacts be mitigated or justified? If so, how?
<p>As this service requires working closely with citizens (including visiting their homes to deliver and install household goods) we need to ensure that the successful provider is able to work well with diverse and complex service users.</p> <p>As part of the tender process will require potential providers to demonstrate that they will operate in accordance with the Equality Act 2010 and the s.149 Public Sector Equality Duty. We will also ask potential providers about their service delivery model, safeguarding policy etc.</p> <p>We will also require providers to demonstrate that the service they offer is accessible and meets the differing needs of disabled people</p>

3.3 Does the proposal create any benefits for people with protected characteristics?
Yes – continuation of the fund is reliant on finding new/continuation of suppliers.
3.4 Can they be maximised? If so, how?
Yes – see above

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?
This EqIA has highlighted the need for us to use the re-procurement of this service to ensure that the supplier of Emergency Payments is competent to work with equalities groups.
4.2 What actions have been identified going forward?
Ongoing monitoring of measures in section 4.3 below
4.3 How will the impact of your proposal and actions be measured moving forward?
Measure where any potential impact could be measured as below; <ul style="list-style-type: none"> • Additional applications to LCPF • Additional awards of Emergency Payments and/or Household Goods • Additional calls/visits to the Benefits Service CSC/CSP • Less calls/visits to the advice sector/charities/foodbanks

Service Director Sign-Off: Denise Murray	Equalities Officer Sign Off: <i>Reviewed by Equality and Inclusion Team</i>
Date: 04/03/2020	Date: 04/03/2020

Appendix F – Eco-impact screening/ impact assessment of proposal

Eco Impact Checklist

Title of report: Procurement of Emergency Payment suppliers in respect of the Local Crisis and Prevention Fund (LCPF)				
Report author: Matthew Kendall				
Anticipated date of key decision: 9 th April 2020				
Summary of proposals:				
The proposal is to tender for a contract for emergency payments grants (in order to grant low income households with assistance to buy food or pay utility bills)				
Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	No			
Bristol's resilience to the effects of climate change?	No			
Consumption of non-renewable resources?	No			
Production, recycling or disposal of waste	No			
The appearance of the city?	No			
Pollution to land, water, or air?	No			
Wildlife and habitats?	No			
Consulted with: Relevant procurement and legal needs as well as open day with potential suppliers.				
Summary of impacts and Mitigation - to go into the main Cabinet/ Council Report				
The impacts of this proposal are minimal.				
The proposals however do include a proposed tender to include reused/recycled household goods, as well as new one to mitigate any environmental impact and an opportunity to purchase energy efficient appliances where possible.				
Checklist completed by:				
Name:			Mathew Kendall	
Dept.:			Benefits Service/LCPF	
Extension:			07775 538799	
Date:			03/03/2020	
Verified by Environmental Performance Team			Giles Liddell	

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 December 2020

TITLE	City Leap Energy Partnership – procurement update and contract extension notification		
Ward(s)	Bristol City Wide		
Author: David White			Job title: Head of Energy Services
Cabinet lead: Cllr Cheney			Executive Director lead: Stephen Peacock
Proposal origin: <i>BCC Staff</i>			
Decision maker: Cabinet Member			
Decision forum: <i>Cabinet</i>			
Purpose of Report: This Report is to notify Cabinet of the outcome of the Selection Questionnaire stage of the City Leap Energy Partnership procurement and seek authorisation of extensions to the current legal and financial services contracts in relation to the City Leap Energy Partnership procurement (for the duration of the City Leap Energy Partnership procurement and the periods during which the vehicle to deliver the City Leap Energy Partnership is established and selected energy assets are transferred from the council to the vehicle).			
Evidence Base:			
Outcome of Selection Questionnaire stage of the City Leap Energy Partnership procurement			
<p>The City Leap Energy Partnership is a project to appoint a City Leap Strategic Partner to enter into a 20-year joint venture with the council with the aim of delivering up to £1bn of investment in low carbon energy infrastructure in Bristol and support the aim of Bristol becoming a carbon neutral city by 2030.</p> <p>Following the approval by Cabinet in July 2020 of the Cabinet Report, ‘Revised City Leap Energy Partnership’, to recommence the City Leap Energy Partnership procurement, a Concession Notice was published in the Official Journal of the European Union on 3 August 2020 commencing the current procurement.</p> <p>A Selection Questionnaire was issued to parties interested in bidding on 7 August 2020. Responses to the questionnaire were due on 25 September 2020. The Selection Questionnaire was used to assess, amongst other things, prospective Bidders’ economic and financial standing, ensure there were no grounds for mandatory or discretionary exclusion and their previous experience of:</p> <ol style="list-style-type: none"> 1) Working in partnership to deliver substantial low carbon energy infrastructure in an urban environment; 2) Providing, sourcing and/or facilitating substantial funding for low carbon energy infrastructure; 3) Delivering and investing in a range of smart, interconnected low carbon energy infrastructure projects; 4) Creating and delivering substantial and innovative social value as part of low carbon energy infrastructure projects; and 5) Engaging and working with local third sector partners to deliver low carbon energy infrastructure projects <p>Following evaluation of the responses, the following Bidders were shortlisted to proceed to the next stage of the</p>			

City Leap Energy Partnership procurement:

- Ameresco Limited, with Vattenfall Heat UK Limited as an Essential Sub-Contractor;
- E.ON UK PLC and Marubeni Corporation (acting as a consortium);
- ENGIE Services Holding UK Ltd and Sumitomo Corporation (acting as a consortium), with Abundance Investment Ltd as an Essential Sub-Contractor.

All of the above Bidders are considered to be strong contenders to become the Council's future City Leap Strategic Partner. The next steps will be a series of meetings with the Bidders, following which they will be invited to submit tenders and a Strategic Partner will be selected from the shortlist.

Extensions to the current legal and financial services contracts

In April 2019, Cabinet approval was given to commence the procurement of a Strategic Partner for City Leap, which included authorisation for the appointment of financial and legal advisors as well as the overall budget envelope for the City Leap procurement.

Subsequent to Cabinet's approval, compliant procurement exercises were undertaken by the council to enter into contracts for the supply of financial and legal services in relation to the City Leap Energy Partnership procurement.

The subsequent procurements led to the award of the contract for legal services but the procurement for financial services did not receive any bids and feedback from the market indicated that the proposed budget was insufficient. A compliant procurement for financial services was subsequently successfully re-run.

A number of options were considered in relation to this budget increase:

- Option 1: Re-tender – this was rejected on the basis that it would have led to significant cost increases and delays to the current City Leap Energy Partnership procurement;
- Option 2: Use in-house legal resource – this was rejected based on the scope of the Procurement, the volume of advice needed and the degree of specialist knowledge required..
- Option 3: Use the existing advisors - this option was chosen based on least cost and most optimum solution, taking account of the points above.

Legal Services Contract

In addition to the £300k already approved, a further £65k has been spent to date. It is now anticipated that a further £491k may need to be spent to the end of the procurement, which would equate to a total additional spend of £556k. This additional spend needs Cabinet approval under the council's internal procurement rules.

Financial Services Contract

In addition to the £300k already approved, a further £282k has been spent to date. It is anticipated that a further £380k will need to be spent, i.e. a total additional spend of £662k. This additional spend needs Cabinet approval under the council's internal procurement rules.

It is important to note that Cabinet has previously approved the overall budget envelope for City Leap and the figures detailed above fall within that envelope with no additional funding being required.

Cabinet Member / Officer Recommendations:

That Cabinet:

1. Notes the shortlisted bidders, selected to progress to the next procurement stage for a Strategic Partner.
2. Authorise the Executive Director for Growth and Regeneration in consultation with Cabinet Member for Finance, Governance and Performance, to extend the City Leap Procurement legal services contract for the duration of the City Leap procurement and the periods during which the vehicle to deliver City Leap is established and selected energy assets are transferred from the council to the vehicle, at an estimated value of circa £140k spend to date plus up to circa £491k of potential additional spend.
3. Authorise the Executive Director for Growth and Regeneration in consultation with Cabinet Member for Finance, Governance and Performance, to extend the City Leap Procurement financial services contract duration of the City Leap procurement and the periods during which the vehicle to deliver City Leap is established and selected energy assets are transferred from the council to the vehicle, at an estimated value of circa £282k spend to date plus additional anticipated spend £380k.

Corporate Strategy alignment:

The City Leap Energy Partnership is intended to deliver the £800m to £1bn investment referenced under the second Wellbeing Key Commitment in the Corporate Strategy 2018-23, which was approved by Full Council in February 2018, 'Keep Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces.'

City Benefits:

1. Keep Bristol on course to be run entirely on clean energy by 2050 by delivering up to £1bn of investment in the city's low carbon, smart energy system.
2. Improve our environment to ensure people enjoy cleaner air through supporting the further deployment of renewable energy generation and electric vehicles.
3. Improve physical and mental health and wellbeing by making residents' homes warmer and cheaper to heat, reducing inequalities and the demand for acute services.
4. Tackle food and fuel poverty by reducing energy bills.
5. Create jobs, contributing to a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.

Consultation Details:

50+ briefings provided to the Mayor, Cabinet Member Briefings, Oversight & Scrutiny Management Board, Growth and Regeneration Scrutiny Commission and Senior Officers from July 2018 to present.

Background Documents:

1. The July 2020 Cabinet Report: <https://democracy.bristol.gov.uk/documents/s50579/Cabinet%20Report%20-%20Revised%20City%20Leap%20Energy%20Partnership%20FINAL.pdf>
2. The April 2019 Cabinet Report: <https://democracy.bristol.gov.uk/ieDecisionDetails.aspx?AllId=15747>
3. The City Leap Prospectus: www.energyservicebristol.co.uk/cityleap

Revenue Cost	No additional funding required	Source of Revenue Funding	Previously approved Earmarked Reserves
Capital Cost	N/A	Source of Capital Funding	N/A
One off cost <input checked="" type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input checked="" type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:

Finance Advice: I can confirm that the options (1-3 as set out above) were considered from a finance and

commercial perspective (only) and concur with the decision reached, namely that option 3 was the preferred and least risk option given the current procurement timetable. It should also be noted that the Agreements in place with both Advisors are not based on a Fixed Fee, and, as the procurement is following a “competitive dialogue” approach with bidders, there are some unknowns, not least the extent of changes we may wish to make to key documentation, and/or timescales. Accordingly, the risk remains that the forecasts noted herein will be subject to change.

Finance Business Partner: Paul Keegan – 21/10/2020

2. Legal Advice: It is recognised that the need to extend the current legal and financial services contracts in relation to the City Leap Procurement places the Council in a situation where it may breach the procurement regulations, and so expose the Council to a risk of challenge. The regulations do however allow for awarding contracts without running the usual competition process in certain circumstances. Officers should fully explore these options, together with any other operational arrangement which will avoid or minimise the risk on non-compliance.

Legal Team Leader: Sinead Willis – 13/10/2020

3. Implications on IT:

No anticipated impact to IT Services in regards to the procurement of financial and legal support contracts. IT Services remain interested as to how the smart and interconnected infrastructure/technologies will be delivered in line with IT and Digital Place strategies

IT Team Leader: Simon Oliver – IT Team Leader – 19/10/2020

4. HR Advice: There are no HR implications evident.

HR Partner: Celia Williams, HR Partner – 21/10/20

EDM Sign-off	Stephen Peacock	13 October 2020
Cabinet Member sign-off	Cllr Cheney	19 October 2020
For Key Decisions - Mayor's Office sign-off	Mayor's Office	2 November 2020

Appendix A – Further essential background / detail on the proposal	NO
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Decision Pathway - Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 December 2020

TITLE	Council Tax Base 2021/22		
Ward(s)	City Wide		
Author: Michael Pilcher	Job title: Chief Accountant		
Cabinet lead: Cllr Craig Cheney	Executive Director lead: Mike Jackson		
Proposal origin: BCC Staff			
Decision maker: Cabinet Member			
Decision forum: <i>Cabinet</i>			
Purpose of Report:			
<ol style="list-style-type: none"> 1. To recommend the Council Tax Base for 2020/21 for approval at Full Council. 			
Evidence Base:			
<ol style="list-style-type: none"> 1. Bristol City Council has the power in statute to raise a tax on households in its area to pay for the provision of local services. It is designated as the Billing Authority for the area. This means that it is responsible for levying a council tax to meet its own demands and to meet the precepts of other authorities in the area. The major precepting bodies are Avon Police and Crime Commissioner and Avon Fire Authority. 2. Section 67 of the Local Government Finance Act 1992 (as amended) requires the Council to determine its tax base for council tax purposes each year. Properties are recorded in eight national bands by value (A to H) as determined the Valuation Office agency. Band H taxpayers pay twice as much as those in Band D and three times as much as those in Band A. The number of properties is expressed as a number of Band D equivalent properties. 3. In accordance with Regulations the Authority must set a tax base for council tax purposes and notify major precepting bodies by 31 January each year. 4. The calculation has been prepared in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 2012 which came into force on 30 November 2012. In October each year. MHCLG requires a snapshot, which is based on the number of properties, of the Tax Base at a specified date in October, net of exemptions, reductions and discounts. This is known as the CTB1 return. A copy of the return for October 2020 is attached as Appendix A to this report. This calculates the number of chargeable properties in the City. Adjustments are then made for discounts and exemptions including those for the Council Tax Support Scheme. 5. The Covid-19 pandemic and impact on the economy has resulted in a significant decrease in collectable Council Tax as the Council's local Council Tax Reduction Scheme means those on low income who are unable to afford to pay do not have to pay a proportion of Council Tax up to a 100% discount. 6. As a result the number of Band D equivalent properties, net of exemptions, reductions and 			

discounts, in 2021/22 is 127,170 which is a 1.09% decrease on 2020/21. This impacts on the amount of revenue available to the Council in setting the 2021/22 budget.

Cabinet Member / Officer Recommendations:

Approve the report and calculated amount as set out in the report and refer to Full Council for approval.

Corporate Strategy alignment: N/A

City Benefits: N/A

Consultation Details: N/A

Background Documents: CTB (October 2020) attached

Revenue Cost	£n/a	Source of Revenue Funding	General Fund
Capital Cost	£ Nil	Source of Capital Funding	N/A.
One off cost <input checked="" type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:

1. Finance Advice:

The MTFP assumes an annual increase in the taxbase of 0.16%. Estimates for 2021/22 suggest the number of new chargeable dwellings added to the valuation list will be exceeded by the number of anticipated reductions due to discounts and exemptions and a net increase in benefit claimants, resulting in a reduction in growth of 1.09% in the tax base. This is in line with the assumed reduction as part of the recently revised MTFP, a decrease on the 2021/22 budget assumptions of £2.8m compared to £2.5m as assumed in the MTFP.

The calculation of the Council Tax Base is calculated based on data extracted from the CTB1 return completed in mid-October. This is then adjusted for fluctuations in both the housing market and the estimated effect of levels of Council Tax Support, discounts and exemptions.

Finance Business Partner: Tony Whitlock, 19/11/20

2. Legal Advice:

The tax base calculations for 2021/22 set out in this report comply with the Local Authorities (Calculation of Council tax base) Regulations 2012. The report will enable the Council to meet the requirement under the Local Government Finance Act 1992 (as amended) to determine the Council Tax base by no later than 31st January in the preceding financial year.

Legal Team Leader: Husinara Jones, 10/11/20

3. Implications on IT: No Impact anticipated to IT Services

IT Team Leader: Simon Oliver, 19/11/20

4. HR Advice: No HR Implications

HR Partner: Mark Williams, 20/11/20

EDM Sign-off	Denise Murray	
Cabinet Member sign-off	Cllr Craig Cheney	16/11/20
For Key Decisions - Mayor's Office sign-off		

Appendix A – Further essential background / detail on the proposal	YES
Appendix B – Details of consultation carried out - internal and external	NO

Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO

1. Policy

1.1. Bristol City Council has the power in statute to raise a tax on households in its area to pay for the provision of local services. It is designated as the Billing Authority for the area. This means that it is responsible for levying a council tax to meet its own demands and to meet the precepts of other authorities in the area. The major precepting bodies are Avon Police and Crime Commissioner and Avon Fire Authority.

2. Consultation**3. Internal**

Resources Scrutiny

Head of Revenues - Resources

4. External

Not applicable

5. Context

5.1. Section 67 of the Local Government Finance Act 1992 (as amended) requires the Council to determine its tax base for council tax purposes each year. Properties are recorded in eight national bands by value (A to H) as determined the Valuation Office agency. Band H taxpayers pay twice as much as those in Band D and three times as much as those in Band A. The number of properties is expressed as a number of Band D equivalent properties.

5.2. In accordance with Regulations the Authority must set a tax base for council tax purposes and notify major precepting bodies by 31 January each year.

6. Calculation of council tax base

6.1. The calculation has been prepared in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 2012 which came into force on 30 November 2012. In October each year. MHCLG requires a snapshot, which is based on the number of properties, of the Tax Base at a specified date in October, net of exemptions, reductions and discounts. This is known as the CTB1 return. A copy of the return for October 2020 is attached as Appendix B to this report. This calculates the number of chargeable properties in the City.

6.2. This is based on figures as at October 2020 and therefore adjustments are then based on forecast changes expected over the following 18 months for changes in number of dwellings, changes in discounts and exemptions including those for the Council Tax Support Scheme. The adjusted numbers of properties in each of the eight valuation bands A to H are expressed as numbers of band D equivalents so they may be added together to produce a single figure. The table below shows the tax base and associated year on year percentage increase for the last five years

Year	Tax Base (Budget Report)	Percentage Increase
2017/18	124,083	2.59%
2018/19	125,798	1.38%
2019/20	126,999	0.95%
2020/21	128,566	1.23%
2021/22	127,170	(1.09%)

7. Covid-19 Pandemic

7.1. The COVID-19 pandemic has had a considerable impact on the Council and the City. There remains much uncertainty as to what lies ahead and the associated long term impact on public finances. The Council is forecasting significant losses in council tax income due to COVID-19, estimated to be £4.46m in 2021/22. Contributory factors to this loss includes increased working age

claimant applications for the Council Tax Support Scheme, delays in housing growth and a reduction in collection rate. The effects of the pandemic on each of the elements making up the council tax base are examined in more detail below.

8. Local Council Tax Reduction Scheme

8.1. Bristol is one of the few Local Authorities that implements a full Local Council Tax Reduction scheme (CTRS). Prior to the pandemic, Bristol had seen relatively low unemployment rate, and in recent years reductions in the numbers of working age adults' claimants to the CTRS. During the pandemic, there had been a significant increase CTRs claimants and caseload.

8.2. The table below shows the number of pensioner and working age claimants (dwelling equivalents) recorded each year on the CTB return since 2016.

	October 2016	October 2017	October 2018	October 2019	October 2020	Estimate 2021/22
Pensioners	10,054	9,594	9,077	8,650	8,330	7,913
Working Age	19,447	19,100	18,938	18,255	20,063	21,066
Total	29,501	28,694	28,015	26,905	28,393	28,979

8.3. The table above clearly shows, whereas pensioner applications continue to fall, the effect of Covid-19 has had a significant impact on increased working age applicants. Cases reached a peak in July 2020 and have fallen very slightly since. Trends indicate that after an initial peak in April and May the number of employees on the furlough scheme has been steadily reducing. However, at this time, the longer term effects of any eventual end to the furlough scheme are difficult to quantify. Analysis of claimant trends shows an anticipated 5% increase in caseload of working age claimants during 2021/22. This would increase caseload to levels of early 2015 when UK unemployment was just over 5%. Current unemployment is at just under 5%.

9. Unoccupied Properties

9.1. Unoccupied Furnished Properties – the Council has discretion to set the level of discount for properties which are substantially furnished but are not anyone's sole or main residence (often referred to as "second homes") The Council has determined this level of discount will remain at 0% and this is reflected in the proposed Tax Base.

9.2. Unoccupied and substantially unfurnished properties–. From 1 April 2017 the Council determined that properties that are unoccupied and unfurnished are no longer entitled to a discount. The full council tax charge therefore applies.

9.3. Long Term Empty Properties are defined as being unoccupied and substantially unfurnished for at least 2 years. On 26 July 2012 the Council approved 'Technical Reforms of Council Tax' to levy a discretionary "relevant maximum" 50% premium if properties are empty for more than 2 years. The Local Government Finance Act 1992 was amended last year to allow councils to increase the long-term empty dwelling premium over the next three financial years as outlined below:

	Dwelling empty for less than 5 years, but at least 2 years	Dwelling empty for less than 10 years, but at least 5 years	Dwelling empty for 10 years or more
1 April 2019	100%	100%	100%
1 April 2020	100%	200%	200%
1 April 2021	100%	200%	300%

9.4. It is estimated that there will be maximum increased revenue of £100,000 during 2021/22 as a result of this introduction of Premium300 empty charge equivalent to 48 band D properties

10. Single Person Discounts

10.1. Regular reviews continue to monitor the number of properties attracting single person discounts. Currently around 30% of domestic properties are claiming single person discount. Regular National Fraud Initiatives identify multiple occupants in properties claiming single person discount helping to ensure that the Council Tax Base properly reflects entitlements to this discount. The council tax base assumes a 0.9% reduction in claims. This was following a full and comprehensive National Fraud Office review during this year. A further review in 2021/22 is expected to identify further reductions but trends suggest these are likely to be balanced by a further general increase in legitimate applications for single person discount.

11. Student Exemptions

11.1. Students are entitled to an exemption from paying Council Tax if everyone in the property is a full time student. Alternatively they may be entitled to a discount if some of the people occupying a property are full time students. Bristol has a large student population, and as at the end of October the status of all students has not been evidenced to the Council. It is therefore necessary to estimate the number of additional students likely to be eligible for exemptions. Any estimate to be included in the Tax Base will also take account of any known student related property developments. The adjustment of 2,265 Band D equivalents in the table below comprises of an estimated increase in student exemptions of 1,728 Band D equivalents due to existing student households where exemptions need to be re-instated, an additional 537 Band D equivalent student properties under construction and likely to be added to the rating list for 2021/22. The majority of the construction work relates to the old BRI building in Marlborough Street, a closed hospital site on Upper Byron Street and a block on Baldwin Street. The Byron Street and Baldwin Street developments were included in the tax base for 2020/21 but were not completed, so have been reinstated for 2021/22.

11.2. Student accommodation can take the form of either private housing or halls of residence. The table below sets out both the actual number of properties (houses/flats and halls of residents) receiving student exemptions at the end of the financial year along with an estimate of the Band D equivalents based on these figures. The 2020/21 figures are an estimate of the position at the end of March 2020 based on current information and the 2021/22 is an estimate of anticipated numbers given as part of the Council tax base calculations For 2020/21 The City Council's share of reduced Council Tax income as a result of student exemptions is estimated to be £13.6m for 2020/21 and £m for 2021/22 approximately £14.8m.

Year	Property Numbers	
	Actual/Estimated Student Exemptions	Band D Equivalents
2018/19	8,734	7,308
2019/20	8,977	7,631
2020/21	9,346	7,750
2021/22	10,266	8,287

12. Growth

12.1. In determining the Tax Base for the forthcoming year the Council is able to take into account any increase in Tax Base that may arise from the completion of new properties. Given the amount of the on-going property development across the City and, in view of this continuing trend, it is considered reasonable to allow for an element of growth in the Tax Base due to the anticipated

completion of new properties in respect of known major developments. In estimating the effect on the Tax Base of new properties it is prudent to assume the majority of new properties will be in lower valuation Bands. Allowances must also be made for discounts that will apply in respect of new properties, including Council Tax Support discounts, and for the fact that Council Tax will only be payable for new properties from the date of completion rather than for a full financial year.

12.2. The Valuation & Inspection (revenues) team have established that after temporary suspension the completion of domestic New Builds have returned to pre-Covid levels. The Visiting Officers within the team have also inspected all existing new development sites and confirmed that work has recommenced on all of these and also that work has started on many other new sites. It is therefore anticipated that even though there is a further Lock-down, as building work is still permitted, completions will continue at their present level.

12.3. The 2021/22 estimate for growth uses information provided by the Council's Valuation and Inspection team and is based on the number of new developments in the City where work has commenced. Assumptions are then made as to whether these properties will be banded by the end of the financial year, the actual date during the year they may be banded and the number of exemptions, discounts and Council Tax Support they might attract.

12.4. Since the completion of the CTB1 return the Valuation & Inspection team within Revenues has identified that an additional 86 properties have been banded. A further 57 properties have been reported to the Valuation Office but have not yet been banded. It is assumed all of these properties will have been banded by 1 April 2021. Allowing for losses and a proportion of lower banded properties this is equivalent to a total of 86 band D properties.

12.5. The team have further identified a potential 8,954 additional new builds where work has commenced. The estimate of properties likely to be banded during 2021/22 is anticipated to be around 75%, resulting in a figure of 6,715. A further reduction of 50% is made to take account of the fact that all of these properties will not have been banded on 1 April 2021. The resulting figure is 3,358 and a 25% reduction has been factored in for loss in revenue due to exemptions, discounts and Council Tax Support. The final figure of 2,518 is assumed to be lower banded properties so this figure has been converted into the Band "D" equivalent of 1,959

12.6. The total estimated equivalent Band D growth in the tax base is therefore estimated at 2,045.

	Total Dwellings	Band D Equivalents
Identified new dwellings under construction not complete	8,954	
Reduction by 25% for sites not completed during 21/22	6,715	
Reduction by 50%, to take into account sites will be completed through-out the year so won't be eligible for Council Tax until complete.	3,358	
Reduction by 25% to take into account any discounts, exemptions and Council Tax Support Scheme on new properties	2,518	1,959
Add: properties added to the valuation list since completion of CTB 1	86	52
Add: properties already complete and waiting to be banded	57	34
Total Growth		2,045

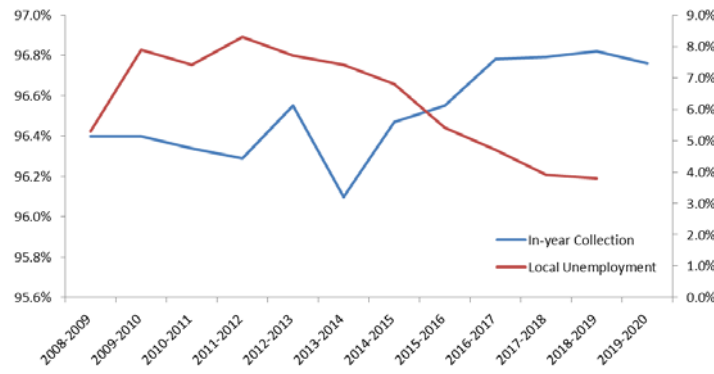
13. Losses on Collection

13.1. The losses on collection figure in the table below is made up of two elements, write off of debts and an estimate of previous years arrears which will be recoverable. In estimating the provision for losses on collection the Council makes an estimate of debts which, after full recovery measures have been affected will be uncollectable in the longer term and therefore recommended for write-off. Prior to the Covid-19 pandemic this was estimated to be a net loss on collection of 1.5%. However

due to the on-going effects of the pandemic this has been revised to 2.1%.

13.2. The future impact of collection as a result of the pandemic and recession is a significant unknown however to make an estimate of the potential impact collection rates over the last 12 years since the last recession in 2008 has been analysed. This has been compared to levels of local unemployment as a potential driver of collection rates. There is a correlation (no causality is assumed), however the difference is less than 0.5%. In 2011/12 when local unemployment peaked at 8.3% collection of in-year Council Tax was 96.3% (compared to 19/20 collection of 96.8%, with unemployment of around 4%)

Figure 1: In-Year Council Tax collection rates and local unemployment



13.3. In 2020/21 collection of Council Tax has reduced to forecast 95.4% and collection of arrears has also decreased. It is expected once debt collection activities recommence the collection rate will increase. Prior to the pandemic national unemployment was at historic lows of 3.8%, this has increased to 4.8% in September and is forecast to increase further. Based on this a revised in-year collection of 96.4% has been applied to the Council taxbase for 2021/22.

13.4. Due to lower rates of in-year collection the arrears are forecast to be over £20million at the end of the financial year and collection of arrears is also expected to improve in 2021/22 contributing a further 1.6% collection to the forecast taxbase.

13. Calculation of the Council Tax Base

	2021/22 Band D Equivalent Properties	2020/21 Band D Equivalent Properties	Difference
Tax Base as per attached CTB 1 Return	130,526	130,999	(473)
Adjustment due to anticipated growth	2,045	1,715	330
Adjustment due to increase in working age CTS claimants	(780)		(780)
Adjustment due to reduction in pensioner CTS claimants	324		324
Reduction due to reinstatement of existing student properties not recorded on CTB1	(2,265)	(2,250)	(15)
Long Term Empty Property Premium	48	60	(12)
Adjusted Tax Base	<u>129,898</u>	<u>130,524</u>	<u>(626)</u>
LESS losses on collection (2.1% 21/22, 1.5% 20/21)	(2,728)	(1,958)	(770)
Recommended Tax Base	<u>127,170</u>	<u>128,566</u>	<u>(1,396)</u>

13.5. This is a reduction of 1,396 (1.09%) Band D equivalent properties since the last Tax Base calculation in October 2019. The 20/21 budget assumed growth in the Tax Base of 0.16% however this was adjusted downwards in the current approved MTFP to reflect the increase in costs of the CTRS.

Other Options Considered

14. Not applicable

Risk Assessment

- i. There are a number of risks associated with estimating the amount of Council Tax collected during the year. These include;
 - Difficulty in estimating Council Tax discounts and exemptions, including the take-up of the Council Tax Support Scheme.
 - Impact of Covid-19 on employment and businesses on collection rates and Council Tax Reduction Scheme.

There are no proposals in this report which require either a statement as to the relevance of public sector equality duties or an Equalities Impact Assessment.

Legal and Resource Implications

Legal

The tax base calculations for 2021/22 set out in this report comply with the Local Authorities (Calculation of Council tax base) Regulations 2012. The report will enable the Council to meet the requirement under the Local Government Finance Act 1992 (as amended) to determine the Council Tax base by no later than 31st January in the preceding financial year.

(Legal advice provided by Husinara Jones, Team Leader/Solicitor)

Financial

(a) Revenue

The MTFP assumes an annual increase in the taxbase of 0.16%. Estimates for 2021/22 suggest the number of new chargeable dwellings added to the valuation list will be exceeded by the number of anticipated reductions due to discounts and exemptions and a net increase in benefit claimants, resulting in a reduction in growth of 1.09% in the tax base. This is in line with the assumed reduction as part of the recently revised MTFP, a decrease on the 2021/22 budget assumptions of £2.8m compared to £2.5m as assumed in the MTFP.

The calculation of the Council Tax Base is calculated based on data extracted from the CTB1 return completed in mid-October. This is then adjusted for fluctuations in both the housing market and the estimated effect of levels of Council Tax Support, discounts and exemptions.

(b) Capital

Not applicable

(Financial advice provided by Tony Whitlock – Finance Business Partner)

Land

Not applicable

Personnel

Not Applicable

Appendices:

Appendix 1 - Copy of the CTB report submitted to the MHCLG October 2020

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: Working papers held in Corporate Finance

CTB(October 2020)

Calculation of Council Tax Base

Please e-mail to : ctb.stats@communities.gov.uk

Please enter your details after checking that you have selected the correct local authority name

Ver 1.0

Please select your local authority's name from this list

Breckland
Brent
Brentwood
Brighton & Hove
Bristol
Broadland

Check that this is your authority : **Bristol**
E-code : **E0102**
Local authority contact name : **Martin Smith**
Local authority contact telephone number : **07855 560180**
Local authority contact e-mail address : **Martin.smith@bristol.gov.uk**

CTB(October 2020) form for a Bristol

Completed forms should be received by MHCLG by Friday 16 October 2020

Dwellings shown on the Valuation List for the authority on Monday 14 September 2020	Band A entitled to disabled relief reduction COLUMN 1	Band A COLUMN 2	Band B COLUMN 3	Band C COLUMN 4	Band D COLUMN 5	Band E COLUMN 6	Band F COLUMN 7	Band G COLUMN 8	Band H COLUMN 9	TOTAL COLUMN 10
Part 1										
1. Total number of dwellings on the Valuation List		53,191	74,349	39,792	18,815	9,825	4,819	2,861	341	203,993.0
2. Number of dwellings on valuation list exempt on 5 October 2020 (Class B & D to W exemptions)		2,719	1,570	1,527	1,333	1,118	208	57	13	8,545.0
3. Number of demolished dwellings and dwellings outside area of authority on 5 October 2020 (please see notes)		1	2	2	0	1	0	0	0	6.0
4. Number of chargeable dwellings on 5 October 2020 (treating demolished dwellings etc as exempt) (lines 1-2-3)		50,471	72,777	38,263	17,482	8,706	4,611	2,804	328	195,442.0
5. Number of chargeable dwellings in line 4 subject to disabled reduction on 5 October 2020		36	182	141	83	51	27	29	23	572.0
6. Number of dwellings effectively subject to council tax for this band by virtue of disabled relief (line 5 after reduction)	36	182	141	83	51	27	29	23		572.0
7. Number of chargeable dwellings adjusted in accordance with lines 5 and 6 (lines 4-5+6 or in the case of column 1, line 6)	36	50,617	72,736	38,205	17,450	8,682	4,613	2,798	305	195,442.0
8. Number of dwellings in line 7 entitled to a single adult household 25% discount on 5 October 2020	12	23,029	21,117	9,873	3,934	1,697	732	361	25	60,780.0
9. Number of dwellings in line 7 entitled to a 25% discount on 5 October 2020 due to all but one resident being disregarded for council tax purposes	1	546	896	509	264	97	39	18	2	2,372.0
10. Number of dwellings in line 7 entitled to a 50% discount on 5 October 2020 due to all residents being disregarded for council tax purposes	1	40	83	62	33	28	29	38	24	338.0
11. Number of dwellings in line 7 classed as second homes on 5 October 2020 (b/fwd from Flex Empty tab)		640	575	441	238	96	45	23	10	2,068.0
12. Number of dwellings in line 7 classed as empty and receiving a zero% discount on 5 October 2020 (b/fwd from Flex Empty tab)		1,019	951	423	230	86	39	22	0	2,770.0
13. Number of dwellings in line 7 classed as empty and receiving a discount on 5 October 2020 and not shown in line 12 (b/fwd from Flex Empty tab)		47	75	49	22	15	9	7	0	224.0
14. Number of dwellings in line 7 classed as empty and being charged the Empty Homes Premium on 5 October 2020 (b/fwd from Flex Empty tab)		88	75	23	15	7	2	2	2	214.0
15. Total number of dwellings in line 7 classed as empty on 5 October 2020 (lines 12, 13 & 14).		1,154	1,101	495	267	108	50	31	2	3,208.0
16. Number of dwellings that are classed as empty on 5 October 2020 and have been for more than 6 months. NB These properties should have already been included in line 15 above.		413	432	191	97	50	20	15	2	1,220.0
16a. The number of dwellings included in line 16 above which are empty on 5 October 2020 because of the flooding that occurred between 1 December 2015 and 31 March 2016 and are only empty because of the flooding.		0	0	0	0	0	0	0	0	0.0
16b. The number of dwellings included in line 16 above which are empty on 5 October 2020 because of the flooding that occurred between November 2019 and February 2020 and are only empty because of the flooding.		0	0	0	0	0	0	0	0	0.0
17. Number of dwellings that are classed as empty on 5 October 2020 and have been for more than 6 months and are eligible to be treated under empty homes discount class D (formerly Class A exemptions). NB These properties should have already been included in line 15 above. Do NOT include any dwellings included in line 16a above.		40	53	36	13	10	8	6	0	166.0
18. Number of dwellings that are classed as empty and have been empty for more than 6 months excluding those that are subject to empty homes discount class D or empty due to flooding (Line 16 - line 16a - line 16b - line 17) (equivalent to Line 18 in previous forms).		373	379	155	84	40	12	9	2	1,054.0
19. Number of dwellings in line 7 where there is liability to pay 100% council tax before Family Annexe discount	22	26,867	50,490	27,689	13,182	6,838	3,802	2,372	252	131,514.0
20. Number of dwellings in line 7 that are assumed to be subject to a discount or a premium before Family Annexe discount	14	23,750	22,246	10,519	4,268	1,844	811	426	53	63,928.0

CTB(October 2020)

Calculation of Council Tax Base

Please e-mail to : ctb.stats@communities.gov.uk
Please enter your details after checking that you have selected the correct local authority name

Ver 1.0

21. Reduction in taxbase as a result of the Family Annexe discount (b/fwd from Family Annexe tab)	0.0	3.8	0.0	0.5	0.0	0.0	0.0	0.0	0.0	4.3
22. Number of dwellings equivalents after applying discounts and premiums to calculate taxbase	32.3	44,780.5	67,224.3	35,563.0	16,382.0	8,214.5	4,399.8	2,680.3	288.3	179,564.8
23. Ratio to band D	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
24. Total number of band D equivalents (to 1 decimal place) (line 22 x line 23)	17.9	29,853.7	52,285.5	31,611.6	16,382.0	10,039.9	6,355.2	4,467.1	576.5	151,589.4
25. Number of band D equivalents of contributions in lieu (in respect of Class O exempt dwellings) in 2020-21 (to 1 decimal place)										17.8
26. Tax base (to 1 decimal place) (line 24 col 10 + line 25)										151,607.2

Part 2

27. Number of dwellings equivalents after applying discounts and premiums to calculate tax base (Line 22)	32.25	44,780.50	67,224.25	35,563.00	16,382.00	8,214.50	4,399.75	2,680.25	288.25	179,564.8
28.Reduction in taxbase as a result of local council tax support (b/fwd from CT Support tab)	12.18	14,012.45	10,715.92	2,833.71	604.58	165.03	42.18	7.38	0.00	28,393.4
29. Number of dwellings equivalents after applying discounts, premiums and local tax support to calculate taxbase	20.1	30,768.1	56,508.3	32,729.3	15,777.4	8,049.5	4,357.6	2,672.9	288.3	151,171.3
30. Ratio to band D	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
31. Total number of band D equivalents after allowance for council tax support (to 1 decimal place) (line 29 x line 30)	11.2	20,512.0	43,950.9	29,092.7	15,777.4	9,838.2	6,294.3	4,454.8	576.5	130,508.0
32. Number of band D equivalents of contributions in lieu (in respect of Class O exempt dwellings) in 2020-21 (to 1 decimal place)(line 25)										17.8
33. Tax base after allowance for council tax support (to 1 decimal place) (line 31 col 10 + line 32)										130,525.8

Certificate of Chief Financial Officer

I certify that the information provided on this form is based on the dwellings shown in the Valuation List for my authority on 14 September 2020 and that it accurately reflects information available to me about exemptions, demolished dwellings, disabled relief, discounts and premiums applicable on 5 October 2020 and, where appropriate, has been completed in a manner consistent with the form for 2019.

Chief Financial Officer :

Date :

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 December 2020

TITLE	Collection Fund Surplus/Deficit 2020/21		
Ward(s)	City Wide		
Author:	Denise Murray	Job title:	Director of Finance
Cabinet lead:	Cllr Craig Cheney	Executive Director lead:	Mike Jackson
Proposal origin: BCC Staff			
Decision maker: Cabinet Member			
Decision forum: <i>Cabinet</i>			
Purpose of Report:			
<ol style="list-style-type: none"> 1. To set the estimated Collection Fund surplus / deficit as at 31st March 2021 as required by legislation for determination by Full Council. 			
Evidence Base:			
<ol style="list-style-type: none"> 1. The Local Government Finance Act 1992 (as amended) requires the Council to determine the estimated surplus or deficit on the Collection Fund in respect of Council Tax by 15 January. This will enable the precepting authorities (the Police and Crime Commissioner for Avon and Somerset and Avon Fire and Rescue) to take into account their share of any surplus before finalising their precepts for 2021/22. 2. Similarly, following the introduction of the Business Rates Retention Scheme from April 2013, in accordance with the Non-Domestic Rating (Rates Retention) Regulations 2013, the Council must determine the estimated surplus or deficit on the Collection Fund in respect of Business Rates prior to 31 January 2021. 3. Budgeted income from Council Tax and Business Rates are fixed at the start of each financial year. Any variations from this are realised through the Collection Fund and are distributed over the following two financial years (based on estimated in the following year and actuals in the subsequent year.) The Council is required by statute to maintain a Collection Fund separate from the General Fund. The Collection Fund accounts independently for: <ul style="list-style-type: none"> ▪ Income into the Fund: the Fund is credited with the amount of receipts of Council Tax and Non Domestic Rates (NDR) it collects. ▪ Payments out of the Fund: in relation to Council Tax payments that are made to the Council and the two major precepting authorities (Avon and Somerset Police and Crime Commissioner and Avon Fire and Rescue). In relation to NDR payments that are made to the Council, Avon Fire and Rescue Service and WECA. 4. The impact of Covid-19 has had a significant impact on the collection of both Council Tax and Business Rates that was anticipated when setting the budget. There is a significant deficit forecast on the collection fund of £12,809m, including any amounts brought forward from the previous financial year. 5. In previous years, the surplus or deficit on the collection fund is carried forward and distributed in 			

the following financial year. However in November the Government passed new legislation requiring any in-year deficits relating to 2020/21 to be phased over the next three years, reducing the impact on 2021/22 budgets. The total share of the collection fund deficit falling to each partner in 2020/21 is as follows.

	Council Tax £m	NNDR £m	Total £m
Bristol City Council	2,549	2,488	5,037
West of England Combined Authority		132	132
Police and Crime Commissioner for Avon & Somerset	330	26	356
Avon Fire Authority	109		109
Total	2,988	2,646	5,634

Cabinet Member / Officer Recommendations:

1. That Cabinet approve the report and calculations as set out in this report and refer to Full Council for approval.

Corporate Strategy alignment: N/A

City Benefits: N/A

Consultation Details: N/A

Background Documents: N/A

Revenue Cost	£5.037m	Source of Revenue Funding	General Fund
Capital Cost	£ Nil	Source of Capital Funding	N/A.
One off cost <input checked="" type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:

1. Finance Advice:

The total estimated deficit on the Collection Fund for 2020/21, including any brought forward balances is £12.809m. The Bristol share of this deficit charged to the general fund in 2021/22 £5.037m. This impacts on the resources available to the fund the revenue budget in 2021/22 due to be considered by Full Council on 23 February 2021

Finance Business Partner: Tony Whitlock, 19 November 2020

2. Legal Advice

This report enables the Council to comply with the requirements of the Local Government Finance Act 1992(as amended), to determine the estimated surplus or deficit on the Collection Fund in respect of Council Tax prior to 15 January. This is so that the precepting authorities (the Police and Crime Commissioner for Avon and Somerset and Avon Fire and Rescue) can take into account their share of any surplus before finalising their precepts for 2021/22.

The report also enables the Council to comply with the requirements of the Non-Domestic Rating (Rates Retention) Regulations 2013, to determine the estimated surplus or deficit on the Collection Fund in respect of Business Rates prior to 31 January.

Legal Team Leader: Husinara Jones, 10 November 2020

3. Implications on IT: No Impact anticipated to IT Services

IT Team Leader: Simon Oliver, 19 November 2020

4. HR Advice: No HR Implications

HR Partner: Mark Williams 20 November 2020		
EDM Sign-off	Denise Murray	
Cabinet Member sign-off	CLlr Craig Cheney	16/11/2020
For Key Decisions - Mayor's Office sign-off	Mayor	

Appendix A – Further essential background / detail on the proposal	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO

Policy

APPENDIX 1

1. The Local Government Finance Act 1992 (as amended) requires the Council to determine the estimated surplus or deficit on the Collection Fund in respect of Council Tax by 15 January. This will enable the precepting authorities (the Police and Crime Commissioner for Avon and Somerset and Avon Fire and Rescue) to take into account their share of any surplus or deficit before finalising their precepts for 2021/22.

Similarly, following the introduction of the Business Rates Retention Scheme from April 2013, in accordance with the Non-Domestic Rating (Rates Retention) Regulations 2013, the Council must determine the estimated surplus or deficit on the Collection Fund in respect of Business Rates prior to 31 January.

As the result of the Covid-19 pandemic, Bristol, in line with many other local authorities is predicting a significant deficit on its collection fund. Under normal circumstances and surplus or deficit reported in year is carried forward in the collection fund into the following financial year, when it then impacts on the general fund budget. However on 5 November 2020 the Local Authorities (Collection Fund: Surplus and Deficit) (Coronavirus) (England) Regulations 2020 were laid before parliament and come into effect on 1 December.

These regulations, which are mandatory, amend the rules governing the apportionment of collection fund surpluses and deficits for council tax and non-domestic rates. The key element of the Bill is that collection fund deficits arising in 2020/21 can be spread over the following three years, rather than the usual period of one year. This only refers to the in-year deficit, net of Covid related grants. Any surpluses or deficits relating to previous financial years must be transferred to the general fund in 2021/22 in the normal way. A full analysis of the financial impact of this arrangement for both the Council and its preceptors follows in the report.

Consultation

2. Internal

Resources Scrutiny
Head of Revenues - Resources

3. External

Not applicable

Context

4. Income from Council Tax and Business Rates are fixed at the start of each financial year. Any variations from this are realised through the Collection Fund and will now be distributed in the following three financial years. The Council is required by statute to maintain a Collection Fund separate from the General Fund. The Collection Fund accounts independently for:

- Income into the Fund: the Fund is credited with the amount of receipts of Council Tax and (Non Domestic Rates) NDR it collects.
- Payments out of the Fund: in relation to Council Tax payments that are made to the Council and the two major precepting authorities (Avon and Somerset Police and Crime Commissioner and Avon Fire and Rescue). In relation to NDR payments that are made to the Council, Avon Fire and Rescue Service and WECA.

2020/21 estimated deficit for Council Tax

5. For the year ending 31 March 2021 we are forecasting a deficit of £3.879m for the council tax element of the Collection Fund. After taking account of balances brought forward in the collection fund this is increased to a deficit of £5.574m. The deficit brought forward of £1.695m will be distributed in 2021/22 whereas the in-year deficit of £3.879m will be distributed over the next three years.

Council Tax Support Scheme

6. The economic impact of the pandemic has seen a significant impact on the number of working age citizens claiming benefits through the Council Tax Support Scheme. Historically we have seen a year on year drop in the number of both working age and pensioner claimants. Whereas this trend continues to apply for pensioners there has been a significant increase in applications from working age claimants. This reached a peak in August with 25,227 cases, (23,758 in August 2019) but has since started to reduce slightly.
7. Trend analysis further indicates that after an initial peak in April and May of this year, the number of employees on the furlough scheme has been steadily reducing. However, at this time, the longer term effects of any eventual end to the furlough scheme are difficult to quantify. Analysis of claimant trends shows an anticipated 5% increase in caseload of working age claimants during 2021/22. This would increase caseload to levels of early 2015 when UK unemployment was just over 5%. Current unemployment is at just under 5%.
8. The value of benefits awarded through the Council Tax Support Scheme for 2020/21 was originally estimated at £41.089m. It is anticipated that the actual cost of the scheme by the end of March will be £43.5m. Whereas pensioner claimants remain fairly static, the cost of the scheme in respect of working age claimants has increased by £2.9m (including £1.3m Hardship Fund)

Collection Fund Surplus/Deficit Report

The table (i) below shows the total value of claims to date.

Table (i)

	Value of Claims		
	Working Age	Pensioners	Total
	£'000	£'000	£'000
01-Nov-19	27,592	13,497	41,089
01-Nov-20	30,488	13,012	43,500
Difference	2,896	(485)	2,411

The table (ii) below shows the actual number of claimants over the same period of time

	Caseload			
	01-Nov-19	01-Nov-20	Difference	Percentage Change
Working Age	23,548	25,041	1,493	6.34%
Pensioners	11,206	10,737	(469)	-4.19%
Total	34,754	35,778	1,024	

For the period 1 March to 1 August working age caseload increased by just over 9%. The on-going reduction in pensioner caseload is not fully reflected in a reduction in cost because of the effect of the annual increase in council tax.

Growth

9. When setting the amount of Council Tax collectable for the year ahead an estimate is made on new properties being built which will pay Council Tax during the year. The Council Tax Base report for 2020/21 estimated a further 1,715 band D equivalent dwellings would be completed, added to the rating list and chargeable for council tax during the year.
10. The restrictions put in place during the first three months of the year due to the pandemic resulted in a down turn in the building industry and therefore a delay in the valuation and banding of properties. Current estimates suggest the number of completed properties banded and chargeable in 2020/21 will be reduced by around 469 Band D equivalent dwellings, resulting in reduced income of approximately £968k

Losses on Collection

11. In estimating the provision for losses on collection the Council makes an estimate of debts which, after full recovery measures have been affected will be uncollectable. Traditionally annual losses on collection, after adjusting for the continued collection of prior years' arrears, have been estimated at 1.5%. However due to the effects of the pandemic these have been reassessed at 2.09%. This results in estimated additional losses in year of £1.6m.

Composition of Council Tax Deficit 2020/21

12. The table below details the major elements making up the Council Tax Deficit in 2020/21.

	£'000
Net Increase in CTR (net of Hardship Fund)	1,123
Additional in-year loss on collection	1,600
Reduction in completed dwellings	968
Other Discounts/Reliefs	188
2020/21 In Year Deficit	3,879

Distribution of the Council Tax Deficit

13. The estimated deficit is distributed to the major precepting authorities in proportion to the current year's demands and precepts on the Collection Fund. A detailed determination of the estimated Council Tax Collection Fund deficit for 2020/21 is shown in Appendix A. However the allocation of the estimated deficit to each of the major precepting authorities, over the next three years is summarised below:

	2021/22	2022/23	2023/24	Total
	£m	£m	£m	£m
Council Tax 20/21 losses	1,293	1,293	1,293	3,879
(Surplus)/Deficit carried forward	1,695			1,695
Total Deficit	2,988	1,293	1,293	5,574
Apportionment of Deficit				
Bristol City Council	2,549	1,103	1,103	4,755
Police and Crime Commissioner for Avon & Somerset	330	143	143	616
Avon Fire Authority	109	47	47	203
	2,988	1,293	1,293	5,574

2020/21 Estimated Deficit for Non-Domestic Rates (NDR)

14. Since 2017/18 Bristol has been piloting 100% retention of business rates. Only authorities with signed devolution deals were eligible to participate in a pilot: the pilot for the West of England (WoE) therefore includes Bath & North East

Collection Fund Surplus/Deficit Report

Somerset Council (B&NES), Bristol City Council (BCC), South Gloucestershire Council (SGC) and the West of England Combined Authority (WECA). The 100% pilot gives the WoE the opportunity to retain 100% of any business rates growth. This arrangement was due to end in 2020/21 with changes in business rates retention and the rollout of a fair funding review by Government. Under the reforms, the business rates system was due to be “reset” and funds retained by councils in areas with high business rates growth redistributed more in line with needs with a new baseline set for funding allocation based on up-to-date needs and resources. However amid the Pandemic the Government announced a further delay to the 2021 fair funding review.

15. There is much uncertainty in the detail of how the rates retention system will work beyond the current pilot period. In particular, it is unclear what additional responsibilities will come with funding and how the appeals process will work.
16. During the pandemic we have seen a significant increase in business rates reliefs. Bristol received an additional £71m of relief grant from the Government at the beginning of the pandemic. However the actual number is forecast to be much larger at around £90m by the end of the year. Assuming all rates relief and tax-breaks for businesses are funded by Central Government we estimate a reduction of £8.883m of business rate income as a result of unavoidable business insolvencies and the reduction in the debt collection rate.
17. Any estimated surplus/deficit is distributed in accordance with the 100% Business Rates Retention Pilot Agreement between the West of England authorities, so 94% Bristol City Council, 4% WECA and 1% Avon Fire and Rescue.
18. The detailed determination of the estimated NDR Collection Fund deficit for 2020/21 is shown in Appendix B and the allocation of the estimated deficit to the relevant precepting authorities over the next three years is summarised in the table below.

	2021/22	2022/23	2023/24	Total
	£m	£m	£m	£m
Business Rates				
20/21 losses	2,961	2,961	2,961	8,883
(Surplus)/Deficit carried forward	(314)			(314)
Total Deficit	2,647	2,961	2,961	8,569
Apportionment of Deficit				
Bristol City Council	2,488	2,783	2,783	8,055
West of England				
Combined Authority	132	148	148	428
Avon Fire Authority	26	30	30	86
	2,647	2,961	2,961	8,569

- 19.** The business rates income which each billing authority collects is determined by reference to local rating lists maintained by the Valuation Office Agency. These lists are subject to variation between revaluations as a result of physical changes (either to the property or the locality) and appeals. The amount of business rates income collected by billing authorities therefore varies year on year. The major factors giving rise to changes include:
- Reductions to the rateable value of business properties arising from appeals. Once settled the appeal may be backdated resulting in the Council having to refund several years rates from a single year's income. Under the business rates Pilot the risk to the Council of these large appeals is 94% of the loss.
 - Changes in the rateable values of very large business properties such as power stations or hospitals can have a material effect.
 - Business properties switching between rating lists. Large business properties which cross boundaries, such as ports, appear in the list which contains the largest area. Changes in these properties could lead to large amounts of rateable value switching from one list to another. Similarly locally rated business with infrastructure covering large areas of the Country, for example telecommunication companies, may apply to switch to the national list.
- 20.** Properties facing large rating increases are entitled to transitional relief to phase in these increases over a number of years. This relief is fully funded by the Government. In the event of a successful appeal resulting in a significant RV reduction, the transitional relief awarded is clawed back by netting off the refund. The relief is then paid back to the Government at the end of the financial year via the NNDR3 return.
- 21.** The Council is required to provide for potential appeals from its business rates income. Calculations for the provision are based upon the Valuation Office Agency 'Settled and Outstanding' proposals at end March reports. These reports show all appeals that have been lodged for each authority against the 2017 valuation listing along with remaining appeals outstanding on the 2010 list, including those which were agreed, dismissed, withdrawn or are still outstanding. This list is analysed into "types" of appeal. The average success rate and the percentage reduction in rateable value for those appeals which were successful is considered along with the potential for the backdating of any appeals decisions and the estimated annual cost was then adjusted by the ratings multiplier for the relevant year. Local intelligence is used alongside statistical modelling to inform decision making.
- 22.** As at the end of 2019/20 the appeals provision stood at £27.5m. As this is a significant amount this provision is regularly reviewed against valuation lists on a quarterly basis and is compared to that of both our nearest neighbours and

similar sized authorities nationally. The Government recommends that 4.7% of net rates should be set aside in the provision to cover potential, and yet unknown, appeals relating to the 2017 list. Consequently £11m has been built into the original estimate for 2020/21.

- 23.** At the end of 2019/20 we were able to significantly reduce the amount required to top up the provision. This was down to two primary reasons. Firstly, the number of appeals against the 2010 list, has as expected, seen a significant decline, Secondly the data provided by the Valuation Office has significantly improved enabling us to identify around £10m already in the provision which was no longer required. This meant only a further £575k was required to bring the level of the provision back to that deemed sufficient to cover for any appeals against the 2017 list.

Bristol’s share of the total deficit on the collection Fund for 2020/21

- 24.** Bristol City Council’s share of the total deficit on the collection fund, phased over the next three years is shown below.

	2021/22	2022/23	2023/24	Total
	£m	£m	£m	£m
Council Tax	2,549	1,103	1,103	4,755
Business Rates	2,488	2,783	2,783	8,054
Total	5,037	3,886	3,886	12,809

Other Options Considered

- 25.** Not applicable

Risk Assessment

There are a number of risks associated with estimating the amount of Council Tax and Business Rates collected during the year. These include;

- Reductions to the rateable value of business properties arising from appeals. Once settled the Council may have to settle several years business rates from a single year’s income. This is a significant financial risk as the Council is now required to fund 94% of any award. Furthermore the Government have yet to set out clear proposals as to how the appeals process will be dealt with going forward.
- Changes to the rateable values of very large business properties such as power stations or hospitals can have a material effect on business rate collection.
- Business Properties switching between rating lists. This can include large cross

Collection Fund Surplus/Deficit Report

boundary properties switching from one list to another or joining the central list.

- Difficulty in estimating Council Tax discounts and exemptions, including the take-up of the Council Tax Support Scheme.
- Effect of Brexit property market in Bristol
- Impact of Covid-19 on employment and businesses on collection rates and Council Tax Reduction Scheme.

Public Sector Equality Duties

There are no proposals in this report which require either a statement as to the relevance of public sector equality duties or an Equalities Impact Assessment

Legal and Resource Implications

Legal

This report enables the Council to comply with the requirements of the Local Government Finance Act 1992(as amended), to determine the estimated surplus or deficit on the Collection Fund in respect of Council Tax prior to 15 January. This is so that the precepting authorities (the Police and Crime Commissioner for Avon and Somerset and Avon Fire and Rescue) can take into account their share of any surplus before finalising their precepts for 2021/22.

The report also enables the Council to comply with the requirements of the Non-Domestic Rating (Rates Retention) Regulations 2013, to determine the estimated surplus or deficit on the Collection Fund in respect of Business Rates prior to 31 January.

(Legal advice provided by Husinara Jones, Team Leader/Solicitor)

Financial

(a) Revenue

The total estimated deficit on the Collection Fund for 2020/21, including any brought forward balances is £12,809m. The Bristol share of this deficit charged to the general fund in 2021/22 £5.037m. This impacts on the resources available to the fund the revenue budget in 2021/22 due to be considered by Full Council on 23 February 2021

(b) Capital

None

(Financial advice provided by Tony Whitlock – Finance Business Partner)

Land

Not applicable

Personnel

Not applicable

Appendices:

Appendix I – Estimated Council Tax Collection Fund Account 2020/21

Appendix II – Estimated Non-Domestic Rates Collection Fund Account 2020/21

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: Working papers held in Corporate Finance

	ESTIMATED COUNCIL TAX COLLECTION FUND ACCOUNT			
2018/19		2019/20	2019/20	2020/21
Actual		Estimate as per Dec 19 Surplus/Deficit Report	Actual	Estimated Outturn
£'000		£'000	£'000	£'000
	Income			
(240,849)	Council Tax Income	(255,663)	(255,560)	(265,414)
	Additional S31 Grant (Hardship Fund)			(1,220)
	Expenditure			
	Precepts			
204,539	Bristol City Council	214,730	214,730	226,055
24,380	Police	27,662	27,662	29,289
8,974	Fire	9,510	9,510	9,635
	Bad and Doubtful Debts			
2,573	Write Offs	3,761	5,347	5,534
240,466	Total Expenditure	255,663	257,249	270,513
(383)	(Surplus)/Deficit for the year	0	1,689	3,879
(1,772)	Accumulated (surplus)/deficit Bfwd	(2,192)	(2,192)	1,695
(37)	Distribution of prior years estimated surplus	2,149	2,198	43
(383)	(Surplus)/Deficit for the year	0	1,689	3,879
(2,192)		(43)	1,695	5,617
	Distribution of estimated Collection Fund deficit:			
(1,886)	Bristol City Council	(37)	1,459	4,792
(221)	Police	(4)	171	621
(84)	Fire	(2)	65	204
(2,192)		(43)	1,695	5,617

2017/18 Actual	2018/19 Actual		2019/20 Estimate as per surplus/deficit report Dec 19	2019/20 Actual	2020/21 Estimated Outturn
£'000	£'000		£'000	£'000	£'000
		Income			
(219,119)	(219,626)	Business rates income	(231,528)	(227,650)	(135,267)
6,050	2,355	Transitional Surcharge	2,228	2,879	2,601
		Additional S31 Grant			(89,501)
		Expenditure			
		Payments to Preceptors			
192,396	197,400	Bristol City Council	197,330	197,330	197,854
2,047	2,100	Avon Fire	2,099	2,111	10,524
10,234	10,500	WECA	10,496	10,547	2,105
3,259	4,572	Disregarded amounts	6,964	8,297	4,636
716	714	Cost of collection allowance	714	704	704
		Bad and Doubtful debts			
1,342	123	Write offs	2,413	2,589	4,131
		Appeals losses and provision			
2,541	3,401	Increase/(decrease) in appeals provision	9,714	575	11,096
212,535	218,810	Total Expenditure	229,730	222,153	231,050
(534)	1,539	(Surplus)/Deficit for the year	430	(2,618)	8,883
		Accumulated (surplus)/deficit			
1,086	13,725	Accumulated (surplus)/deficit BFwd	1,288	1,288	(314)
13,173	(13,976)	Distribution of prior year estimated (surplus)/deficit Prior Year Adjustments	62	1,016	(1,780)
(534)	1,539	(Surplus)/deficit for the year	430	(2,618)	8,883
13,725	1,288		1,780	(314)	6,789
		Distribution of estimated collection fund deficit			
12,902	1,211	Bristol City Council	1,673	(295)	6,382
686	64	WECA	89	(16)	339
137	13	Avon Fire and Rescue	18	(3)	68
13,725	1,288		1,780	(314)	6,789

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 December 2020

TITLE	Avon Mutual Regional Community Bank		
Ward(s)	City Wide		
Author: Denise Murray	Job title: Director of Finance		
Cabinet lead: Councillor Craig Cheney	Executive Director lead: Mike Jackson		
Proposal origin: <i>Other</i>			
Decision maker: Cabinet Member			
Decision forum: <i>Cabinet</i>			
Purpose of Report:			
<p>The report provides a progress update on the establishment of Avon Mutual a Community Bank for the region with an inclusive ethos that supports the local community and economy and seeks approval for Bristol City Council (the Council) to make a further investment in development shares, that will support the proposition through the next stage of its development.</p>			
Evidence Base:			
<u>Background</u>			
<p>Access to financial services and financial inclusion are of fundamental importance to achieving an inclusive economy where no one is left behind and cash-flow and business investment is even more paramount post the presence and impact of Covid-19 regionally, nationally and globally. The UK’s investment institutions currently do not provide a diverse and resilient financial system that has enough variety and choice to serve the needs of all our community. Groups of individuals and businesses are excluded from obtaining a basic level of service from financial services providers.</p>			
<u>SME Lending</u>			
<p>For many micro, small and medium size enterprises access to cash can be a critical success factor to the survival of the business. SME loans have been decreasing nationally since 2013; SME loans in the BS postcode area in Q1 2020 had fallen by 15% (over 7 years); recovering marginally from 19% decrease in lending - year 5 low in Q4 2017. This trend is materially different to the average decrease in lending across the wider southwest region; 11% (Q1 2020) and almost 3 times worse than the 7% at the year 5 low in 2017. National comparator 15% (2020) and 11% (2017). The Big Four banks only allocated 1%-4% of assets to SME lending (Source: UK Finance Post Code Lending Data).</p>			
<u>Bank Branches / ATM Closure</u>			
<p>Bank branch closures nationally, and Bristol specifically, is significant. Since January 2015 almost 50% of branches have closed across Bristol with Bristol East the worst impacted with 63% decrease (8 to 3). Free ATMs have been removed and ATM charges of up to £2 per withdrawal are becoming the norm. The national analysis showed Bristol West is the second worst area in the country for the decline with the loss of 40 free machines (Birmingham Ladywood is first with 47).</p>			

Poverty Premium

The poverty premium which is integral to many financial service products means that those who are most vulnerable pay more for financial services. Research by the University of Bristol indicates that the impact of this 'poverty premium' can be severe - for 10% of low income households an additional cost of £780 p.a. can be expected and for those in severe hardship this premium rises to as much as £2,250 p.a. These costs are attributed to a lack of access to a full current account, a necessity to use high-cost credit, living in perpetual overdraft debt, and households using high cost "rent-to-own" for essential household goods.

There is a strong view that these factors disproportionately affect communities and businesses in areas of deprivation or rurality and have a significant impact on the most vulnerable that need easy, inexpensive access to banking / cash facilities. It is important that consumers continue to have the freedom to pay for goods and services however they choose and access to cash must be maintained for those who need it. We recognise that as cash usage falls, it is important to consider how this infrastructure can be redesigned to better reflect cash's declining popularity but this needs to be considered from both a social, economic and financial ethos.

The impacts of exclusion in Bristol are not just financial but also affect education, employment, health, housing and overall well-being.

The Avon Mutual Community Bank

Regional community banks, in touch with and supporting their local economies, are commonplace in continental Europe and the USA with community banking models that aim to deliver better economic and social outcomes for the regions in which they operate. A network of community banks are being considered with the aim of replicating the successes and best practices of values based banking models across the UK.

The Avon Mutual was established to create a regional community bank for the West of England covering Bristol, South Gloucestershire, Bath and North East Somerset, Gloucestershire, Wiltshire and North Somerset, with an economic and social mission that includes the following:

1. the creation of a bank to serve the everyday financial needs of ordinary people, local community groups and micro, small and medium sized companies;
2. to help redress regional inequalities, make financial inclusion the norm, build and store community wealth;
3. to significantly increase the proportion of bank lending going to the 'real' (non-financialised) economy, micro and SME's instead of the financial economy;
4. to rebuild the regional economy and economic resilience; and
5. to bring about a renaissance of customer service, relationship banking and mutual trust.

The ambition is to obtain a licence and commence operational trading in late 2021 or early 2022.

Cabinet July 2019

Cabinet July 2019 approved an initial investment of £100,005 (at risk) to support the first round formation of Avon Mutual and up to £50,000 to be used by the Council to undertake further independent due diligence for this proposition and to support any further investment from the Council.

Due Diligence - Community Bank

A National Framework was established which can be accessed by all UK authorities and the provider on the framework is RSM Corporate Finance LLP ("RSM"); with a two phase approach to the due diligence work proposed:

- Phase 1 – Regional diligence - comprehensive financial review of the regional 'community bank' model for the area and examination of the viability of supporting local citizens who may be deemed high risk financially, and micro, small and medium sized enterprises.

- Phase 2 – Local diligence to consider the strategic case for the investing authority and the ability to have a positive impact on social, environmental and economic outcomes in the defined local area.

The Council in conjunction with other authorities in the region with an initial interest in the proposition commissioned Phase 1 due diligence and two reports (exempt) were produced and are attached at appendix I(i) and I(ii). The reports were positive in terms of progress of the regulatory process to the operating licence (which is where the promoters have focused much of their attention to date) and the underpinning assumptions are considered prudent. Circa £23 million is the expected investment required (Covid permitting) to launch the bank and by year 10 the bank aims to have 24 staffed branches, 200 staff, 97,000 personal and small business members and a c£570 million loan book lending of local money within the local economy.

The risk in the proposition remains and investment should be perceived as long term as annual dividends may not be achieved until year 6 requiring Social or Patient capital that reflects the delay in dividends whilst the bank grows. Growth could be accelerated with a further capital investment primarily to fund working capital / loan book growth, and this is currently modelled within the 5 year forecast, however this will need greater consideration by investors. The reports make a number of recommendations such as compound stress testing of the sensitivities, differential pricing model for current account fees (currently £5 per month for individuals and self-employed) to both effectively support and incentivize take up of the accounts by the most vulnerable, and accelerated research to facilitate a co design with investors of the impact framework.

Avon Mutual is seeking investment in 3 rounds:

- Round 1 (Founder Share) - initial investment of £1 million has already been raised from a range of stakeholders including £100,005 from the Council. This enabled the promoters to build the initial team and start the licensing process – the Council’s investment in this round resulted in two free shares for every share purchased (reflecting the risk profile of this investment) which Avon Mutual estimates equates to an indicative 18 - 20% IRR on expected dividend payments.
- **Round 2 (Development Share)** – the second round of funding is seeking to secure up to £2.4million (the “Development Share Offer”) autumn 2020 – summer 2021, to further develop its business plan and to continue the regulatory process of becoming authorised as a bank. This element is disaggregated into two phases:
 - **Development Share Offer (Phase 1)** - In this first phase, the bank is aiming to raise £500,000 by issuing 333,334, non-withdrawable, non-redeemable shares of £1.50 each (nominal value of £1.00 per share and premium of £0.50). Avon Mutual’s estimate equates to an indicative 9 - 10% IRR.
 - **Development Share Offer (Phase 2)** - a further £1.9 million investment to finalise licensing, test systems, build bank team and first branches and HQ – with terms as outlined above.
- Round 3 (Capital Share) – investment of approximately £20million drawn down day after licence gained to capitalise the bank after obtaining a banking licence. Operations would go live with branches fitted out, systems integrated and trading commenced. The current rules of Avon Mutual state that investors in the final share issue prior to launch will pay a subscription price of at least £3.00 per share and the investment in this round would equate to circa 5 - 6% IRR.

Proposal

Avon Mutual has been successful in attracting investors such as high net worth individuals, councils and a range of grant providers to complete round 1 and part of round 2. Having given consideration to the reports the Council is proposing to invest up to a further £200,001 in Round 2 development shares; however this is in two tranches.

1. £100,001 phase 1 - to provide the resources required to undertake the detailed market research and draft Impact Framework (as outlined in the Avon Mutual update provided at Appendix A), and following our local due diligence investor recommendations can be made to ensure alignment with the Council’s strategic direction.

2. £100,000 phase 2 - which will be subject to the Council's endorsement of the Impact Framework, to finalise the regulatory business plan, test the approach, and to seek authorisation from the Bank of England and Financial Conduct Authority to become a bank and commence trading.

£50,000 is earmarked to undertake local diligence, consider the strategic case and ability to have a positive impact on social, environmental and economic outcomes in the local area and deliver the benefits outlined for Bristol citizens.

The benefits for the customer remain unchanged:

Achieving financial inclusion, the same service for all regardless of income, charging a simple and transparent upfront membership fee of £5/month for personal accounts (differential pricing to be considered) and £10/month for business accounts. In return for this fee, there are a range of benefits that all current account providers will receive such as:

- The provision of staffed branch services, which many SMEs rely on for cash banking facilities.
- "Softer" analogue human factors and local knowledge.
- A current account without requiring a minimum income or a credit check, which means that customers currently excluded and seen as a greater risk can bank, improve financial management and receive the wider benefits from direct debit discounts.
- Interest will be paid on whole combined balance across accounts including current account balances.
- No complex additional charges (for example SME's paying in cash).
- Access to cash via ATM's will be free - bank branches are closing and independently operated machines usually charge around £1.50 to £2 per transaction.
- The main credit product for individuals and SME's is an overdraft, which can only be provided directly by banks (and not by credit unions or post office accounts).
- Access to residential mortgages as well as business and personal loans at reasonable rates.

The membership fee is considered to be outweighed by these benefits and the significantly reduced 'poverty premium' for low income families. Whilst the Council understands the benefits we are asking for further consideration to be given to a differential pricing model for current account fees for the most vulnerable to both effectively support and incentivize take up.

In taking this decision members of the Council should recognise that the investment may not necessarily be returned to the Council as there is a risk there will be no financial return and the entire investment could be lost if the plan to launch the mutual is unsuccessful, a banking license is not granted, or if the mutual turns out not to be profitable. Hence, at this stage, officers do not recommend investing in the mutual explicitly to derive a financial return as this is deemed too much of a financial risk but that investment is considered for the wider social, economic and environment impact.

It is envisaged that other authorities within the region who support inclusive financial and economic growth would also consider investment to make this proposition a reality and potentially shorten the timetable to opening branches and commencing trading within the wider West of England region. The Council would seek to promote the wider benefits of financial inclusion to other local authorities, Combined Authority and anchor organisations within the region.

Cabinet Member / Officer Recommendations:

1. To approve an investment of up to £200,001 (at risk) in round 2 (development shares) to support the formation of Avon Mutual; a Regional Community Bank for inclusive growth, funded from the capital investment reserve and redirection of associated returns from previous investments.
2. To approve £50,000 to be used by the Council to undertake the phase 2 local due diligence to inform the Impact Framework and wider business model for this proposition and any further investment from the

Council.

3. Delegate authority to the Director of Finance in consultation with the Director Legal and Democratic Services and Deputy Mayor and Cabinet Member for Finance, Governance and Performance to agree the investment tranches and conclude the subscription by the Council for 133,334 shares for a sum of up to £200,001 in Avon Mutual, and all matters and documentation required in connection with the Council's investment.

Corporate Strategy Alignment:

The proposal supports the goal outlined in the Council's Corporate Strategy and the One City Plan of "building a city of hope and aspiration, where everyone can share in its success" and in working towards this goal, the following Corporate Strategy priorities apply:

- **Empowering and Caring** - empowering communities and individuals, increase independence and support those who need it.
- **Fair and Inclusive** - improve economic and social equality, pursuing economic growth which includes everyone and making sure people have access to homes they can afford.

Our principles:

- Build city resilience, improving ability to cope with environmental, economic or social 'shocks and stresses'.
- Use our assets wisely, generating a social and/or financial return.

City Benefits:

A regional community bank with a social ethos can assist in developing balanced communities which are inclusive. They can play a key role in establishing a resilient city financing structure, with investment strategies that recognise the long-term challenges and vision for the region and the long-term resilience value shaped by investments, rather than just short-term financial returns. This proposition could assist the Council to deliver target outcomes around a prosperous and inclusive economy, as well as helping the city to be innovative, prosperous, resilient and attractive to business.

Consultation Details:

1. In conjunction with key stakeholders, Avon Mutual has run a series of public events across the region to engage stakeholders, explain the plans and to hear what investors would want from the region's bank;
2. They have also had hundreds of one-to-one meetings with people and organisations and spoken at a number of events;
3. Movement building is ongoing and will involve further stakeholder engagement as the proposition is shaped to reflect the region and the key milestones are delivered.

Background Documents:

Cabinet July 2019

Revenue Cost	£250,001	Source of Revenue Funding	Capital Investment Reserve – Recycled Interest
Capital Cost	£0	Source of Capital Funding	Not Applicable
One off cost <input checked="" type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input checked="" type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:

Finance Advice:

To date from the £150,000 previously earmarked the Council has invested £143,005 in the setting up of the Avon Mutual Regional Community Bank as outlined below:

1. £100,005 (at risk), direct investment into the Community Bank and hold 6,667 Founder shares (£15 each) which will subsequently be converted into 20,000 ordinary shares.
2. £43,000 on the procurement and establishment of a national framework and commissioning Phase 1 due diligence.

This proposition seeks a further investment of up to £250,001 into the development round. £200,001 to inform the development of the impact framework and the next stage in the application process and further phase 2 due diligence (£50,000) to ensure local strategic alignment and to support any decisions for future investment into Round 3 – Capital Share (operation).

If approved, this investment will be made in 2020 (£100,000.5) and 2021 (up to £100,000.5); purchasing 133,334 (non-withdrawable, non-redeemable shares) at a price of £1.50 each share (nominal value of £1.00 per share and premium of £0.50). Avon Mutual estimates that this will equate to an indicative 9 - 10% IRR if the new bank becomes profitable as modelled in Year 6. It should be noted that any dividend would be subject to Avon Mutual receiving the relevant approvals and future funding to enable it to operate and, once it commences operation, being profitable. Similarly dividend return may rise over time if the bank is successful and the surplus returned is greater than initially modelled.

Risks

While community banks would tap into localism, they would still have a challenge in attracting customers as bank switching is not a common occurrence and the competition could perceive a threat and respond accordingly. Some depositors would act out of philanthropic motives, however community banks would still have to offer an attractive commercial proposition to lenders and borrowers if they are to be viable and remain sustainable in the long term.

The investment has limited liability, if the bank is wound up investors and/or members have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities. Distribution on dissolution is limited to the amount invested, comprising nominal value plus any share premium, thus if the bank is wound up, no more than the subscription price (e.g. £1.50 per share) will be received by shareholders.

Given the risks that a license or operational profits may not be achieved this should not be viewed as an investment made for purely financial return but one which focuses on social and environmental impact and supports the local economy and at least in the short term akin to an economic grant.

Source of Funding

It is proposed that the Council recycles the returns from previous loan investments from the capital investment reserve, such as Bristol Waste Company and the Bristol Credit Union currently estimated to be c. £296,000 in 2020/21. By making this “investment”, the Council will be forgoing potential interest / return on the funds held in this fund. The current investment return achieved by the Council is c.0.35% per annum. This equates to forgoing £700 per annum, if interest rates and returns were to remain the same. Interest rates are expected to remain low during the medium term and therefore the opportunity cost of investing these balances during this period is minimal.

The purchase of share capital is treated as capital expenditure and will be reported within the capital programme accordingly.

Finance Business Partner: Jon Clayton – Capital & Investments Manager

2. Legal Advice:

The July 2019 report identified the legal basis for supporting the Community Bank and this has not changed. Similarly that report set out the potential risks for the Council as an investor/shareholder, primarily the loss of its investment

should the project fail; the absence of any guarantee of a return (and these remains the case albeit now with an increased investment); and its limited liability in the event of bank failure – all detailed elsewhere in the report. The due diligence report makes it clear that there are risks with the investment of further funds in Avon Mutual, as there are only the projections provided by the bank to base the report on. Unless the Council becomes a member, (as distinct from a shareholder) it will have no say in the direction of the bank, as this is a function exclusive to members. (This is not the same situation as would apply to a normal limited company). That said, membership would still only entitle the Council to one vote at a general meeting and not a number equal to the number of shares, as in the case of a company limited by shares. Accordingly the major risk remains that if the bank does not succeed and has to be liquidated the Council may not get back its investment. Cabinet needs to balance these risks against the perceived advantages and benefits detailed elsewhere in the report.

Legal Team Leader: Eric Andrews - Legal Services, 20 November 2020

3. Implications on IT: As a funding only initiative, there are no identifiable IT implications in this proposal.

IT Team Leader: Simon Oliver – Director, Digital Transformation, 17/11/2020

4. HR Advice: No HR implications evident because Avon Mutual is a separately constituted organisation.

HR Partner: James Brereton - People & Culture Manager, 19/11/2020

EDM Sign-off	Mike Jackson	18/11/2020
Cabinet Member sign-off	Cllr Cheney	21/09/2020
For Key Decisions - Mayor's Office sign-off	Mayor's Office	29/10/2020

Appendix A – Further essential background / detail on the proposal	YES
Appendix A - Avon Mutual Regional Community Bank – Update	
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information Appendix I(i) – Due diligence report Financial Appendix I(ii) – Due diligence report Social Appendix I(iii) - Application to Purchase Shares	YES
Appendix J – HR advice	NO
Appendix K – ICT	NO

Bristol City Council – Cabinet Update

13th November 2020

Background

In 2014 the reform of the industrial & provident society legislation by the Co-operative and Community Benefit Society Act allowed co-operatives to hold a deposit-taking licence for the first time, clearing the way for full service high-street retail banks to be funded by their customers as shareholder-members.

In response to this new law, in 2015 a long-serving RSA Fellow of the Royal Society for the Arts (RSA) paved the way for a network of regional co-operative banks across the UK, a move backed in 2017 by the RSA's Inclusive Growth Commission. As an active Fellow of the RSA, Avon Mutual's Founder and local resident Jules Peck followed these initiatives closely and started the process of creating the first of the 18 mutual banks by setting up Avon Mutual in the West of England region.

Our progress

Three years on and Avon Mutual is making good progress towards its aim of becoming a regulated retail bank. Key to this is raising start-up funds and our final capital, and progressing the regulatory process.

In terms of funding, having already raised £1m in our first investment round we are currently in the process of raising a first stage additional £500k of our required £2.4m second round investment needed to reach launch. Interest in this £500k raise has been strong and, with £100k invested by BCC, we expect to reach that target soon.

Investors have been a combination of individuals and BCC, Stroud DC and Wilts CC. In addition we have had a £200k grant from Thirty Percy, the foundation of the Gloucestershire based family who sold Ecover, a £20k grant from St Johns Foundation Bath and a £200k investment-readiness grant from George Soros' Open Societies Foundation's Economic Justice program who are exploring investing several million to help us launch and then capitalize the bank.

In terms of the regulatory process, the team has spent considerable time and effort completing our Regulatory Business Plan, creating a meticulously researched business and financial model totalling more than 300 pages. Having reviewed this RBP the FCA and PRA have now given us their feedback and allowed us to step into the second of three key stages of the regulatory process.

Overview of RSM due diligence process

An important milestone in these developments was the commencement of due diligence, conducted by RSM Corporate Finance LLP ("RSM") and commissioned initially by Bristol City Council and other LAs with a particular interest in the proposition, to examine our business plan, investment case, and impact opportunity. RSM's written and verbal reports were highly positive of Avon Mutual, identifying no new areas of unidentified risk, and supporting

the validity and rigour of the bank's methodology in creating its business case and financial model.

One area identified for further work was the bank's impact framework, which, having now completed our core Regulatory Business Plan we are now focusing on progressing. The rest of this paper summarises the work done on the impact framework to date, and lays out the process being taken and management expectations for this work as it takes shape.

Broad Impact Pillars (Economic, Social, Environmental)

There are three key 'pillars' of impact that Avon Mutual is concerned with, and which the bank was founded with the purpose of generating a positive contribution towards. Throughout the bank's development we have announced various commitments and aspirations to generate positive impact in a number of areas, all of which sit under these three key strategic areas:

- **Economic Impact:** Improving the economic conditions of our region so that businesses are better served and more able to provide jobs, growth, and opportunity
- **Social Impact:** Generating positive impacts for individuals, particularly those that are vulnerable and/or suffering from financial exclusion and detriment
- **Environmental Impact:** Contributing to the sustainability and viability of human civilisation, by accelerating the journey to a carbon-negative economy

Avon Mutual recognises that each pillar of impact is complex, multifaceted, and interconnected, and that our approach to each will develop over time. We believe that contributing to these impact pillars is not only a moral duty but also a business imperative, and note the growing base of evidence that suggests that values-based banks consistently outperform their incumbent competitors across a number of key indicators.¹

Approach

Avon Mutual also recognises the wealth of excellent resources, actors, and initiatives that exist in the impact space. The bank is keen to integrate and build upon this work, rather than reinvent the wheel, and furthermore as a mutual is committed to the principle of collaboration, co-operation and community engagement wherever possible and mutually beneficial. Consequently, this ethos forms a core tenet of our approach to delivering impact.

Specifically, the bank is keen to leverage and integrate existing frameworks, proven techniques, and established methodologies into its impact framework. There are a number of advantages to this approach, including enhanced credibility and external validation of the framework; established evidence bases; case studies and peer learning; and benchmarking.

¹ See for example "Real Economy – Real Returns: The Business Case for Values Based Banking", GABV (2020), and similar papers from 2019, 2018, 2017, 2016, 2015 and 2014.

In addition to integrating recognised frameworks, the bank will also seek to develop partnerships with reputable organisations that can improve our activities and who have a stake in our work. This is likely to primarily consist of consultation and review partnerships, though in some circumstances may also extend to service delivery, customer referral, and/or evaluation partnerships. We anticipate developing such partnerships with service providers, charities, housing associations, utilities companies, private sector businesses and local authorities.

We will work with BCC and its key stakeholders as well as referring to the BCC One City Plan and Inclusive and Sustainable Economic Growth Strategy, post-Covid Recovery and Resilience Planning, West of England Strategic Economic Plan, Local Industrial Strategy, and other relevant plans and taskforces.

In order to best build a product and service which fulfils the needs of the region, its organisations, businesses, community groups and its citizens we are also undertaking on-going assessment and examination of local demand and needs through a combination of market research and community engagement.

Finally, the bank intends on reporting its impact performance openly and transparently. The bank will regularly publish updates on its impact performance, including a dashboard of metrics to illustrate our contribution to the three impact pillars. This may include an Integrated Annual Report, as well as regular impact reporting to stakeholders and investors.

Impact pillar 1: Economic

One of the core functions of a retail bank is to provide intermediation between capital owners and capital seekers. By providing a safe store for deposits and the opportunity to borrow money through loans, banks are able to facilitate economic activity and growth through the balancing of these two activities. However, significant research and experience since the financial crisis² has shown that the incumbent banking sector has not performed this function well, particularly for smaller businesses, smaller loan principals, and for regions outside of London and the Southeast.

By contrast, Avon Mutual has been designed to serve small businesses and to fill the gaps in provision left by the incumbent banking sector. We aim to reinvigorate local high streets, deliver for underserved customers, and improve regional economic conditions for everybody.

As well as providing additional services to customers that incumbent banks currently exclude or underserve, a key tenet of our economic impact is the positive effects that displacing business from the incumbent banking sector can provide. These effects are derived from Avon Mutual's geographically-bound regional structure, which ensures that deposits, loans and profits circulate within the regional economy, rather than being extracted outwards or redirected to other areas. This "local multiplier effect" is a key and

² See the Avon Mutual Regulatory Business Plan for extensive discussion of this evidence base

recurring concept from emerging new economy and systems thinking, including inclusive growth, community wealth building, circular economies, and doughnut economics.³

To quantify, track, and improve our efforts in these areas, Avon Mutual has identified a number of external sources that it aims to integrate into its economic impact framework:

Name	Description	Originator	Benchmarking
Local Multiplier 3 (LM3)	Comprehensive methodology for measuring the local multiplier effect. Quantifies the additional economic value of local procurement, spend, and investment for a local or regional economy.	New Economics Foundation	Social investment projects (various)
Balance Sheet Composition	Measuring what proportion of the bank's assets are dedicated to small business loans versus other asset classes. A measure of how well the bank serves SMEs and how much it prioritises these customers.	New Economics Foundation	Competitors (Big 5, Challengers) Alternatives (Credit Unions, CDFIs)
Real Economy Assets	The proportion of the bank's assets that are dedicated to supporting the production of real goods and services, rather than merely supporting activity in financial markets.	Global Alliance for Banking on Values	Values Based Banks Competitors
Jobs Created and Supported	Reporting on the number of jobs either created or retained as a result of the bank's financial support.	Responsible Finance	Alternatives

As well as these external frameworks, Avon Mutual has identified a preliminary set of additional key impact areas that could monitor and report on. The exact metrics and methods of measurement are currently being developed, but the bank aims to assess areas where it has brought additionality through things such as:

- Measuring and reporting its performance on advancing lending to underserved businesses, for example by monitoring when we are advancing loans where other banks have refused to do so, in particular to start-up businesses, social enterprises, community groups and others delivering to inclusive and sustainable development
- Monitor the number of “edge cases” where loans are advanced. This would indicate the bank's greater use of “soft information” and management judgment over centralised algorithms, where the latter tend to exclude some viable businesses. The performance of these “edge cases” will also be monitored at the product, branch, underwriter, and customer levels
- Measures of business confidence and perception of economic conditions in the region, particularly in relation to accessing finance
- Measuring the bank's support of key sectors and business types, including “feast-to-famine” businesses, start-ups, scale-ups, and target industries such as technology
- Measuring the bank's impact on recirculating local money to local lending – for instance our region's SMEs deposit approximately £6.65bn into the banking system

³ For more information on how Avon Mutual contributes to the Doughnut Economics agenda, please see our short paper “Avon and the Doughnut”.

but only get £3.6bn lent back to them, leading to a leakage of £3.05bn out of the region's economy

- Measure and report on estimates of numbers of jobs created by our lending and banking provision
- Our role in the continued development, growth and flourishing of an alternative financial ecosystem in the region with blended finance through partnerships with bodies like BBRC, BCU, Quartet, City Funds and others

Impact pillar 2: Social

Financial services are essential for facilitating modern economic life, and for enabling people to participate in markets for goods and services that can improve their lived experience. Yet because of their ubiquity, financial services also have the ability to disadvantage, exclude, or cause significant detriment to people through poor service, inappropriate products, and institutional cultures that prioritise profit and shareholder gain over customer wellbeing. This is particularly true for more vulnerable and excluded groups, who are often both more susceptible to detriment and also less resilient to its negative impacts.

Avon Mutual understands the critical role that finance plays in peoples' lives, and the potential that financial service providers have to create both negative and positive impacts through the design of their products, services, processes, and operations. We believe that this confers a special responsibility on financial service providers to strive to alleviate rather than cause suffering through its provision of financial goods and services, and to take a proactive, conscious, and deliberate approach to generating positive social impact within its purview in the financial services space.

In particular, retail banks have a critical role to play in facilitating financial inclusion (to both products and financial infrastructure), enhancing the financial resilience of their customers, and ensuring responsible and compassionate conduct with their most vulnerable customers. As well as designing all our products, services, and operations with these aims in mind, Avon Mutual has also identified a number of measures of social impact that it aims to integrate into its own impact framework, including:

Name	Description	Originator	Benchmarking
The Poverty Premium	People on lower incomes tend to pay higher prices for goods and services. Key products for particularly vulnerable groups, such as current accounts for the unbanked, can help to alleviate these costs.	University of Bristol	Customer
Sustainable Development Goals	A collection of priority goals for the social and economic advancement of people everywhere, ratified by the UN and international governments worldwide. B Corp, the movement for sustainable and social enterprises, has developed a tool to track a business' contribution towards the SDGs.	United Nations B Corp	Competitors Comparable Financial Service Providers
National TOMs Framework	Guidelines for local government that help steer and monitor procurement decisions so that they deliver social impact and the Social Value Act.	UK Government	N/a
Financial	Comprehensive review of evidence on how to	Financial	Customer

Capability Outcomes Framework	improve financial health, and how to measure it.	Capability Strategy for the UK	
Building Blocks of Financial Capability	Framework for understanding financial capability, including financial skills and resilience, and how to improve and develop them.	Money Advice and Pensions Service	Customer
Vulnerable Customers	Extensive experience with vulnerable customers, and deep knowledge base of debt collection, resolution, and intervention strategies.	Citizens Advice	N/a
Triple Bottom Line Lending	Ensures the exclusion of lending to socially irresponsible or damaging businesses, and gives a measure of a bank's commitment to supporting socially beneficial projects and companies	Global Alliance for Banking on Values	Values-Based Banks Competitors

As well as these external frameworks, Avon Mutual has identified a preliminary set of social impact areas that could monitor and report on. The exact metrics and methods of measurement are currently being developed, but the bank aims to assess areas where it has brought additionality through things such as:

- Monitoring and reporting on the number of previously excluded individuals, in particular the unbanked and other vulnerable customers, who we have brought into the banking system and who are using our various products – we estimate there may be around 38,000 unbanked citizens in our region
- Measure the potential economic productivity improvements from bringing people out of the poverty premium, helping them gain a credit rating and become economically active - which could be worth billions of pounds annually across the UK
- Monitor the number of “edge cases” where loans are advanced. As with businesses, this would indicate the bank’s greater use of “soft information” and management judgment over centralised algorithms, where the latter tends to exclude some viable applicants. The performance of these “edge cases” will also be monitored at the product, branch, underwriter, and customer levels
- The number and locations of bank branches and ATMs, particularly in areas of low provision, deprivation, or greater social need for financial infrastructure
- The performance of the bank in preventing, and ameliorating bad debt, and its performance in dealing with customers who slip into arrears
- Become accredited as a socially beneficial and responsible employer, for example through Living Wage Foundation accreditation and reporting on pay ratios
- Modelling the potential for differential banking fees for the unbanked citizens including zero fees
- Increased economic activity, employment and enterprise supported by the bank in disadvantaged communities

Impact pillar 3: Environmental

The scale and urgency of meeting the challenge of climate change is difficult to underestimate. The UN has announced that the world has around 10 years left to reverse the climate emergency, or else face runaway climate change above 1.5°C warming and

irreversible “tipping points” that will accelerate the demise of habitable conditions on our planet. Finance in particular has a huge role to play in the transition to a climate-safe world, with the International Renewable Energy Agency estimating that an additional \$27 trillion capital must be mobilised by 2040 just to limit global heating to 2°C.⁴ Unlike other businesses, the climate impact of banks and other financial institutions extends beyond simply their own activities, as it also includes the activities they enable through their financing.

Thankfully, global and regional leaders are acting on this urgent imperative, with cities around the world recognising the climate emergency that we are in, and announcing ambitious plans to accelerate the drive to becoming carbon neutral – including Bristol City Council. Successfully meeting these targets will require huge effort and significant behaviour change from everyone, including individuals, businesses, and the public sector.

Avon Mutual recognises the role that it has to play in facilitating and encouraging these changes, and in addition as a bank is in the privileged position of being able to direct or refuse to advance capital to projects and businesses on the basis of the applicant’s climate impact. We will take a proactive approach to catalysing positive environmental change in the region, and aim to leverage our balance sheet, operations, and credit providing capacities to catalyse and accelerate the transition to a sustainable economy. External frameworks that we have identified that could help us in this process include:

Name	Description	Originator	Benchmarking
Partnership for Carbon Accounting Financials	Banks’ environmental impact extends beyond just their own activities, and also includes the activities that they enable through lending. Reporting the carbon intensity of the bank’s loan book helps illustrate this impact.	Partnership for Carbon Accounting Financials	Competitors Values-Based Banks
Taskforce on Climate-Related Financial Disclosures	Global drive to increase transparency and investor confidence in banks’ exposure to climate change risks, the TCFD seeks to standardise and improve information disclosure	Taskforce on Climate-Related Financial Disclosures	Competitors Values-Based Banks
Principles for Responsible Banking	Global movement of banks committing to monitor, report, and improve their social, environmental, and governance impacts, including their contribution to the SDGs and the Paris Climate Agreement. Also provides peer and community support for best practice and improvement.	United Nations Environment Finance Initiative	Competitors Values-Based Banks
Triple Bottom Line Lending	Ensures the exclusion of lending to environmentally damaging projects and businesses, and gives a measure of a bank’s commitment to supporting environmentally beneficial projects and companies	Global Alliance for Banking on Values	Competitors Values-Based Banks
Doughnut Economics Action Lab	Community of practice working to integrate and promote Kate Raworth’s “doughnut economics” approach into operational business as usual. Includes environmental sustainability and promoting social wellbeing	Kate Raworth Doughnut Economics	N/a

⁴ International Renewable Energy Agency, Global Energy Transformation: A Roadmap to 2050, 2018

As well as these external frameworks, there are several areas of environmental impact that the bank is keen to pursue. The exact metrics and methods of measurement are currently being developed, but the bank aims to assess areas where it has brought additionality through things such as:

- Reporting on the number and proportion of loans that are used for environmental transition purposes, such as organic farming transition and low carbon transition lending, and to promote best practice and opportunities for environmental transition across our customer base
- Report on the environmental impact of our own operations, including emissions, energy use, supply chain, and waste
- Report on the number and proportion of 'Green Mortgages' that are used specifically for environmental purposes, such as eco house builds, energy efficiency, and retrofitting

Data Sources & Collection

This ambitious approach to monitoring and reporting our economic, social, and environmental impacts will rely on collecting a wide array of accurate and reliable data. Broadly speaking we anticipate having to collect three different types of data to enable accurate impact monitoring and reporting:

Passive	Surveying	Active
Data sources and metrics that are easily extracted directly from our internal systems	Perception, attitudinal and personal data sources that need to be self-reported or acquired sensitively	Insights that need investigation and research from staff in order to report

As our impact framework develops we will refine exactly which metrics we will be tracking, and what their collection methods will be. This will in turn have a knock-on effect on the resourcing needed to establish, monitor, and report on our impact framework, and the reporting that we will deliver on an ongoing basis.

Operations & Integration

Similarly, the impact framework will influence the way we operate, from contributing to loan decisioning, branch locations and customer communication, to collaborating with partners, reporting to stakeholders, and improving our systems and processes. Consequently, our operational processes, infrastructure procurement, product design, institutional policies and more will all need to be integrated with and aligned to the social impact framework.

Avon Mutual is cognisant of this challenge and committed to integrating impact throughout our organisation. As we advance through the regulatory process and enhance our

operational capacity, we will integrate our impact framework throughout the business so that we are ready to deliver and report on our impact aims from day 1.

Targets

Due to the early stage of development of our impact framework we have not yet determined targets or benchmarks, as these will be highly dependent on the impact metrics chosen, the methodology required, and the benchmarks selected (where applicable). That said, we will always endeavour to better our established incumbent competitors on all impact metrics after controlling for size (for example, comparing proportions of lending rather than volume), and to match or better our peers in the values-based banking arena.

Preliminary Indicative Impact for Bristol

Given the above, we are unable to provide impact targets or projections for Bristol City Council across the full suite of intended impact areas. However, we are able to share some preliminary and indicative metrics for Bristol, based on the work completed so far on our business and financial model.

Next Steps on this impact framework

Our next steps are to hone and refine our impact framework, in consultation with the community, businesses and citizens of the region and to advance integration of the impact framework into our operational capacities, procurement activities, and institutional design. This will include clarifying resource, reporting, and technology requirements, as well as benchmarking, targets, partnerships, and potential branch locations.

As part of this process Avon Mutual will conduct a rigorous analysis of the expected impact in Bristol City Council and other local authority areas within the West of England. From this we will work to create an estimate of the social return on investment for investor councils, and to complete the second stage of the due diligence process with RSM.

Our next steps overall

In addition to finalizing our impact framework we are now focusing on growing our core team, including currently recruiting a CEO, undertaking more granular market research product and service development, developing our technology, capital and liquidity plans and the next iteration of our Regulatory Business Plan.

This will allow us to complete the process of regulatory authorisation, and to complete the infrastructure build and preparations to take us to launch, planned for late 2021 or early 2022. We anticipate that a final round of c£20m of funding in 2021-2022 will be required to support operations post-authorisation.

Once licensed we will build to lending around £0.5bn local money to the local economy with 24 staffed branches, 97,000 personal and small business members and 200 staff.



Timeline for licensing and investment

Financial year:	Pre-application 2019/20	Application 2020/21	Mobilisation 2021/22
Activities / milestones:	<ul style="list-style-type: none"> ✓ Informal meetings with PRA/ FCA ✓ Fundraising ✓ Refine business plan ✓ Build team 	<ul style="list-style-type: none"> ✓ Formal application ✓ Maximum 12 months ✓ Rigorous due diligence ✓ Authorisation of key personnel 	<ul style="list-style-type: none"> ✓ Provisional licence gained ✓ Operations go live ✓ Restriction on amount of deposits for up to 12 months
Investment:	<p>Round 1 - £1m Bonus shares + dividends IRR c18%-20%</p> <p>Round 2 stage 1 - £500k Bonus shares + dividends IRR c10%</p>	<p>Round 2 stage 2 - £1.9m Bonus shares + dividends IRR c10%</p>	<p>Final - £20m Dividends, IRR c5.5%-6%</p>



Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)

Name of proposal	Avon Mutual Regional Community Bank
Directorate and Service Area	Resources / Finance
Name of Lead Officer	Denise Murray

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

For the Council to make a further at risk investment in phase 2 development shares that will support the establishment of Avon Mutual; which is a Regional Community Bank that if established will aim to serve the West of England region broadly comprising Bristol, Gloucestershire, Wiltshire and Bath & North-East Somerset. If a licence is obtained the Avon Mutual aims to commence trading in late 2021 or early 2022 and will be one of the first customer owned financial institution (full service bank) that has a strong social mission, promoting sustainable and equitable prosperity for the region.

From the Councils' investment, it is seeking to ensuring that the way the Avon Mutual operates, its culture, governance, and approach to businesses and individuals is values-based, with a retail bank offer that benefits those currently underserved and puts the financial wellbeing of our communities at the heart of what they do.

The Bank aims to serve people of ordinary means, community groups, self-employed, SMEs and social enterprises. It will offer a range of essential banking services, from current accounts and savings, to mortgages, loans and overdrafts for personal and SME customers, accessed through online, mobile and branch distribution channels. The Bank's strategy is to gain competitive advantage through cooperative ownership that provides a superior knowledge of local markets and its governance and policies. It will serve businesses who wish to innovate and grow but find the traditional routes to finance challenging. It will support the reshaping of future markets in line with stakeholder and local economic priorities and as such it has the potential to help the post covid-19 recovery and transformation of Bristol's economy.

Step 2: What information do we have?



Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

Current Evidence Base

Bank and Building Society Branches

In the UK banks and building societies closed (or scheduled the closure of) 3,770 branches since January 2015, at a rate of around 55 each month. The % of local branch closures in the Bristol area and branches left from January 2015 to the end of 2021 (projected) are outlined in the table below.

♂ Bristol		
Constituency	Branches Left	% network lost since Jan
Bristol East	3	63%
Bristol North West	5	50%
Bristol South	6	50%
Bristol West	21	40%

Source: https://www.which.co.uk/money/banking/switching-your-bank/bank-branch-closures-is-your-local-bank-closing-a28n44c8z0h5#headline_1 - Which?

Free Cash Machines

The Which? Analysis indicated that between January 2018 and December 2019 an estimated 9,500 free ATMs (54,500 to 45,000) have been removed or have introduced charges of up to £2 per withdrawal. In that time 1,203 bank branches closed.

Overall, the most deprived areas across the UK saw a reduction of 979 free-to-use machines – 6% of their ATM network. But the least deprived areas lost just 223 free cashpoints – 4% of their network of machines.

The analysis showed Birmingham Ladywood saw the biggest losses, with a reduction of 47 free machines. This was followed by **Bristol West the second worst area in the country** for the decline with the loss of 40 free machines and then, Manchester Central (-36). All of the constituencies outlined above have a high proportion of deprived neighbourhoods.

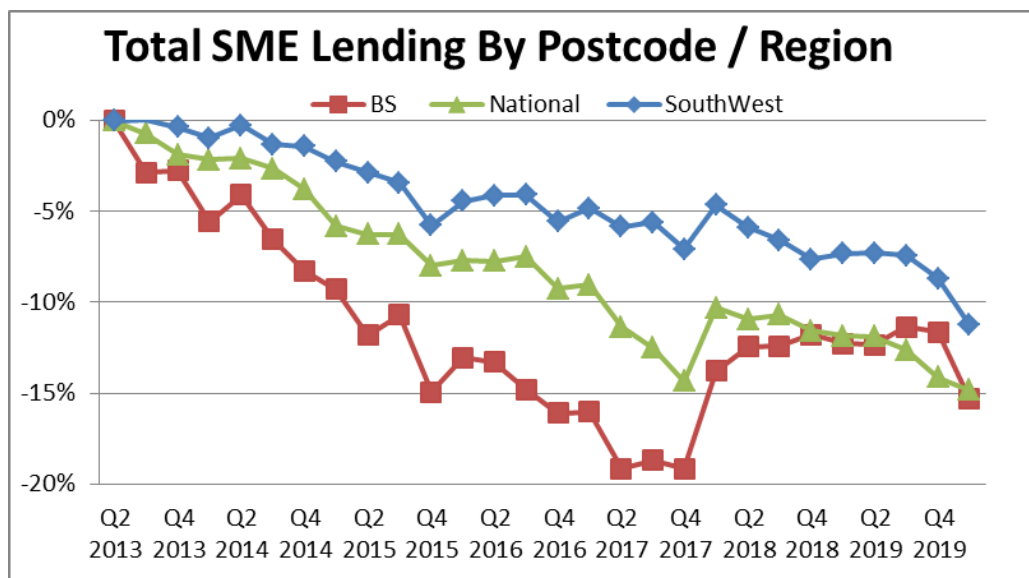
In Bristol 15% of residents - 70,700 people - live in the 10% most deprived areas in England. Previous Which? research found that over three-quarters (78 per cent) of people in the two lowest household income groups rely on cash the most – using it at least two or three times a week. The poorer communities have been particularly affected by the banking changes,

with vulnerable customers including the elderly, disabled, and those of low financial means most reliant on the ability to access and pay with cash and who can least afford to pay for withdrawals are facing charges or being forced to travel to access money for free.

Micro, Small and Medium Size enterprises

According to the ONS there are 22,500 business units registered (VAT / PAYE registered) in Bristol, in 2019. This is up from 20,600 in 2015. Many small businesses are reliant on branch facilities for loans and banking takings and are increasingly neglected by high street banks. In BDRC’s SME Finance Monitor report for Q2 2019, the most common source of external funding for SMEs is bank overdrafts at 22% – 3% increase since the previous report. Q4 2018, Credit cards are the second-most common source of SME funding at 17% (another 3% increase). Meanwhile, only 8% of SME’S say they were able to secure loans from major banks (a 1% increase).

SME loans have decreased nationally since 2013. The peak of this decrease was in 2017 with a national average fall of 14%, and more significantly in Q1 2020 by 15% when the effect of Covid was emerging. However the impact on the southwest in comparison has not been as severe with an average fall of 7% at the peak and 11% 2020. The decrease in lending in the BS Postcode area in contrast has almost tripled that in the southwest; at the 2017 peak a fall of 19% was experienced and following a degree of recovery has now fallen again in line with the national average of 15%.



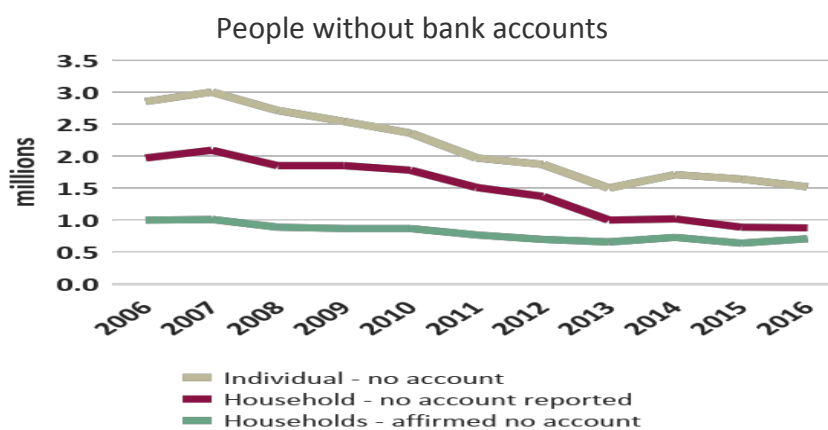
Source: UK Finance Post Code Lending Data. Total of 7 largest banks: Barclays, CYBG, Lloyds, HSBC, Nationwide, RBS/Natwest and Santander

Households and Individuals

Sources: HMT report on cash 2018, CHASM Financial Inclusion Report 2016 & 2017, FCA

Financial Lives Survey 2017, Pro-rata on adult population of Bristol City Council area - 365,000 from UK population estimates mid-2017.

INDICATOR	BRISTOL est.
Individuals without bank account	12,000
Households without bank account	7,000
'non-users' of the internet	60,000
Entirely dependent on cash	19,000
Consumers with 1 or more indicators of potential vulnerability	183,000
Can't pay bills/meet credit commitments in 3 out of last 6 months	29,000
Not able to find £200 at short notice	40,000
3 day emergency food packages from Food Banks	8,000
Adults with little or no confidence in money management	88,000
Used unauthorised overdraft facility in last 12 months	22,000
Borrowing from friends and family in last 12 months	25,000



Source: CHASM, Financial Inclusion Monitoring Report 2017

Over 79,000 Bristolians suffer income deprivation and in some areas of Bristol this is likely to be a major concern, with for example some wards have 49% of people living in them suffering from income deprivation and the poverty premium.

According to Bristol University those on low incomes suffer an average £490 p.a. additional cost due to their low income preventing access to better deals. The impact of this 'poverty premium' can be severe - for 10% of these households the cost rises to £780 p.a. and for others this premium rises to as much as £2250 p.a. Bristol University's Personal Finance Research Centre's report *Making the Poverty Premium History* has recently called for new forms of banking relevant to the socially excluded.

The table below shows that some equalities groups in Bristol, including disabled people and young people, are more likely to find it difficult to manage financially.

Characteristic	% who find it difficult to manage financially
16 to 24 years	15.4%
50 years and older	7.7%
65 years and older	3.4%
Female	10.0%
Male	7.8%
Black, Asian and minority ethnicity	15.0%
White minority ethnicity	8.6%
Disabled	23.1%
Carer	14.2%
Single Parent	22.7%
Religion or faith	7.9%
No religion or faith	7.6%
Lesbian, Gay or Bisexual	10.4%
Bristol Average	9.0%

source: Quality of Life in Bristol survey 2019-20

Other Sources: PFRC, CSFI and JRF, 2016

- 2.5m people are using high-cost credit, and 2.1m living in perpetual overdraft debt
- 400,000+ households are using high cost “rent-to-own” for essential household goods

The FCA recently estimated that over four million people use some form of unsecured high-cost credit, at a value of £8.3bn. In contrast, the Community Development Finance Institution (CDFI) market lent a total of £20 million in personal loans, and the reach of credit unions appears to be similarly constrained.

Impact

Branch closures worsen financial exclusion for communities and the vulnerable, and can hasten local economic demise. Small, micro, community and social businesses are excluded from lending, reducing growth and opportunity, Cash services are increasingly restricted and some business accounts provide poor value. Lending is too expensive as Banks financially penalise many on low incomes, and are bad at providing for people with complex needs. The Avon Mutual Regional Community Bank could provide a positive contribution by making banking services more readily available in the region and ensuring that millions of people are not left behind as digital payments grow in popularity and to help those in deprived or isolated areas adequately safeguard free cash access in the long-term and via its lending policy making it harder for small firms to compete.

2.2 Who is missing? Are there any gaps in the data?

2.3 How have we involved, or will we involve, communities and groups that could be affected?

In having submitted the core Regulatory Business Plan the Avon Mutual are now focusing on

progressing the bank’s impact framework to ensure they generate positive impact in a number of areas, all of which sit under the three key strategic areas:

- **Economic Impact:** Improving the economic conditions of our region so that businesses are better served and more able to provide jobs, growth, and opportunity
- **Social Impact:** Generating positive impacts for individuals, particularly those that are vulnerable and/or suffering from financial exclusion and detriment
- **Environmental Impact:** Contributing to the sustainability and viability of human civilisation, by accelerating the journey to a carbon-negative economy

This will require them to undertake more granular market research and community engagement on product and service development, technology, capital and liquidity plans.

In further developing the proposition for the region it will be necessary to understand the unique points for each locality and the Council intends to commission a phase 2 due diligence to assess the local impact and information gathered. This will assist in understanding the strengths, challenges and needs of the local communities and additional depth on the impact on customers with protected characteristics and how the operational planning and systems implementation could address these.

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

The UK market for current accounts is unusual in its charging structure, with apparently free current accounts (Free-if-in-credit – FIIC) – most other countries charge for banking. FIIC account providers over-sell other complex and untransparent products to pay for the cost of such accounts.

FIIC banking models which are marketed as ‘free’ have a range of hidden costs and penalties that can impact on the most vulnerable. Many customers are excluded from banking and financial services if they do not meet the required minimum income thresholds or fail the credit checks for a FIIC account. Overdraft fees can be excessive and an additional premium is often applied to those on low incomes or with poor credit.

It is proposed that a simple and transparent upfront membership fee of £5/month for current accounts, £10/month for business accounts will be applied to all customers. This is primarily due to the fact that a full range of services will be provided by the Avon Mutual and they will need to compete with other high street banks. Given the challenges that we seek to address there will need to be an additional offer from Avon Mutual and as such this will come at a costs. For example staffed high street branches, free ATM machines, multi-

channel access, video link to talk to customers which can be co-located with community facilities, softer services such as budgeting tools including analysis of expenditure and visualisations and functionality to improve control over personal finances.

It is recognised that there is a risk that these upfront costs could disincentive take up from vulnerable customers and whilst the Council recognises that the membership fee is outweighed by the benefits, particularly the potential to significantly reduced 'poverty premium' for low income families we are asking for further consideration to be given to a differential pricing model for current account fees of the most vulnerable to both effectively support and incentivise take up.

3.2 Can these impacts be mitigated or justified? If so, how?

In addition to the indirect benefits derived from the additional accessibility and services that will be provided (3.1 above), the Avon Mutual will offer:

- A current account without requiring a minimum income or a credit check, which means that customers currently excluded and seen as a greater risk can bank, improve financial management and receive the wider benefits from direct debit discounts.
- Access to cash via ATM's will be free - bank branches are closing and independently operated machines usually charge around £1.50 to £2 per transaction.
- Interest will be paid on whole combined balance across accounts including current account.
- The main credit product is an overdraft, which can only be provided directly by banks (and not by credit unions or post office accounts), will have modest overdraft fee that is applied consistently.
- Access to residential mortgages as well as business and personal loans.

As shown in the comparison with Lloyds and Natwest FIC accounts, once the balance exceeds £1,000 the Avon Community Bank accounts begin to deliver a direct value and is much better value for any customers who need an overdraft.

Bank	AM- RCB	Lloyds Classic	Natwest Select
Monthly membership fee	(5.00)	-	-
Interest on £1,000 in current account	1.22	-	-
Cost of £500 overdraft for 15 days	(1.94)	(10.65)	(9.74)

Avon Mutual are committed in achieving financial inclusion, the same service for all regardless of income, wealth or background and in doing so a simple and transparent fee will need to be applied. The £5/month costs is outweighed by these benefits and the significantly reduced 'poverty premium' for low income families..

As outlined in 3.1 the Council would expect to see further mitigations being explored to protect the most vulnerable primarily differential pricing for the most vulnerable customers. Other areas could also be explored such as working with large socially responsible service providers who may also be end beneficiaries to agree to share or meet these costs. For example via direct debits it would be possible to seek agreement to transfer an element of the cost to the receiver, on the principle that they will also benefit from the direct debit with improved cash flow in a move away from Pay on Bill and reduced arrears, therefore creating a win / win scenario. The deliverability of such a scheme would need to be tested including with local authorities who fall into the category of large service provider and could be applied in direct debit areas such as council tax and offset by discretionary hardship funds.

3.3 Does the proposal create any benefits for people with protected characteristics?

The promoters have set out missions for the Bank to guide its activities and ensure alignment between the activities of the Bank and regional stakeholders. It is anticipated that there are three main ways in which the activities (direct / indirect) of the community Bank, can deliver positive impacts in respect of the protected characteristics and in the reduction of socio-economic inequality:

- Its culture, governance and engagement with its employees (direct).
- Its interactions with its customers (direct).
- Supporting its customers to deliver positive impacts in respect of the protected characteristics and to address socio-economic inequality within their own ventures and through the activities that the Bank's financing will enable (indirect).

The additional evidence and phase 2 due diligence will identify the local need, support policy development and operational implementation in delivering the above.

3.4 Can they be maximised? If so, how?

The promoters will continue to work with a range of businesses, including some that have previously faced issues when seeking to access finance and it is vital that Avon Mutual is able to identify and take opportunities to establish productive partnerships. Recognising the barriers to those partnerships will be key to unlocking the potential of a variety of businesses and sectors.

Avon Mutual should consider how its lending practices can address the particular needs of its potential customers. Their needs may vary depending on the types of persons leading the business, its sector of activity and the geographic location of its business or activity.

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with



protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

<p>4.1 How has the equality impact assessment informed or changed the proposal?</p>	
<p>The evidence and data gathered to date and data set for the UK and Bristol specifically has assisted in demonstrating the need for a community bank in the region.</p> <p>The development of the EQIA will be an iterative process has the proposition for the establishment of the community bank matures, further due diligence and evidence is gathered, the application for the banking license is approved, Board and executive team in place, impact framework established and the bank becomes operational.</p>	
<p>4.2 What actions have been identified going forward?</p>	
<p>The phase 2 investment being proposed by the Council is to enable wider localised research to be undertaken to refine the impact framework, following which a further phase 2 local due diligence will due undertaken which will identify any gaps and make residual recommendations to ensure the Councils objectives will be achieved. This information should be utilised to finalise the impact framework, shape the investment and other policies and the business plan assumptions.</p> <p>The findings from the wider localised research and due diligence will enable a more detailed EQIA to be completed and evidence of which will support the Bank’s development of its Investment policy and any further investment in the establishment of the community Bank in 2020.</p> <p>Examples of the approaches that are being considered are captured within section 1.1, 3.3 and 3.4 above.</p>	
<p>4.3 How will the impact of your proposal and actions be measured moving forward?</p>	
<p>The additional research and wider evidence gathering will assist the Council in ascertaining the baseline for their locality and basis upon which the actual impact of these interventions and wider social value generated can be measured.</p>	
<p>Service Director Sign-Off: Denise Murray – Director of Finance</p>	<p>Equalities Officer Sign Off: <i>Reviewed by Equality and Inclusion Team</i></p>
<p>Date: 13/11/2020</p>	<p>Date: 13/11/2020</p>

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

Decision Pathway – Report

PURPOSE: Key decision
MEETING: Cabinet
DATE: 01 December 2020

TITLE	HRA Asset Management Strategy 2021-2026		
Ward(s)	All wards		
Author: Alison Napper	Job title: Asset Strategy Manager		
Cabinet lead: Cllr Helen Godwin	Executive Director lead: Stephen Peacock		
Proposal origin: <i>BCC Staff</i>			
Decision maker: Cabinet Member Decision forum: <i>Cabinet</i>			
Purpose of Report: To adopt the HRA Asset Management Strategy 2021-2026 and associated Action Plan.			
Evidence Base: The HRA Asset Management Strategy sets out a framework for managing and investing appropriately in the assets within the Housing Revenue Account (HRA), council homes and non-dwelling assets such as garages are in scope. The first year of this strategy is set to see the investment framework for social housing transformed; new legislation governing fire safety and building safety bringing increased responsibilities in managing high rise blocks, a review of the longstanding Decent Homes Standard and increased energy standards. This document is designed to be a robust, evidenced based asset management strategy to lead our business decisions in this changing environment. It is based on work that has been done to improve understanding of performance of our properties, and it seeks to drive forward work to deliver value for money for the council and its current and future residents. It is supported by a live action plan that we will use to direct and monitor activity.			
Cabinet Member / Officer Recommendations: That Cabinet Approve the HRA Asset Management Strategy 2021-2026, and the associated Action Plan.			
Corporate Strategy alignment: The Council’s Corporate Strategy articulates the themes and principles that underpin our activity, and we have referred to these principles in the development of the HRA Asset Management Strategy. The actions which are of particular relevance to housing and this strategy are <ul style="list-style-type: none"> • Delivery of affordable homes • Working to tackle fuel poverty • Reducing Bristol’s CO2 emissions • Developing balanced and inclusive communities • Improving access to the internet 			
City Benefits: The primary aim of Bristol City Council’s approach to asset management of its HRA stock is to enable the council to provide good quality affordable housing that meets the needs of as many residents as possible over the longer term. In support of this aim we have adopted the following overarching priorities: <ul style="list-style-type: none"> • Invest in our homes so they are well maintained and safe • Contribute to delivery of the 2030 carbon neutral city • Provide homes and services that meet future demographic and social needs, and the needs of diverse communities. • Support the Council’s growth ambitions • Ensure we derive good value for money from our housing and non-residential stock • Ensure our asset management strategy is affordable within the business plan 			

Consultation Details:

Background Documents: The Charter for Social Housing Residents: Social Housing White Paper
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936098/The_charter_for_social_housing_residents_-_social_housing_white_paper.pdf

Revenue Cost	£0	Source of Revenue Funding	N/A
Capital Cost	£0	Source of Capital Funding	N/A
One off cost <input type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:

Finance Advice: The Asset Management Strategy provides a high level overview of the aims and aspirations of the service. It will be used to help inform business decisions made in the constantly changing environment and to secure the best use of Housing Revenue Account assets.

Although the strategy itself has no direct financial implications, it will be used to help inform the service priorities and actions that are deliverable within the constraints of the annual budget and the 30 year business plan, which will be presented to Cabinet for approval each year.

The strategy includes aspirations such as the Council's carbon neutral target for which the substantial funding required has not yet been identified and it is anticipated that additional external funding will be needed in order to deliver this.

Finance Business Partner: Wendy Welsh, Finance Manager, 6th November 2020

2. Legal Advice:

The approval of the Asset Management Strategy and Action Plan does not in itself raise any legal implications. Legal advice should be sought in respect of individual decisions arising from the Strategy and Plan.

Consultation

Where consultation has taken place, the consultation responses must be conscientiously taken into account in finalising the decision. The leading cases on consultation provide that:

- Consultation should occur when proposals are at a formative stage;
- Consultations should give sufficient reasons for any proposal to permit intelligent consideration;
- Consultations should allow adequate time for consideration and response;
- There must be clear evidence that the decision maker has considered the consultation responses, or a summary of them, before taking its decision;
- The degree of specificity regarding the consultation should be influenced by those who are being consulted;
- The demands of fairness are likely to be higher when the consultation relates to a decision which is likely to deprive someone of an existing benefit.

Equalities

The Public Sector Equality duty requires the decision maker to consider the need to promote equality for persons with "protected characteristics" and to have due regard to the need to i) eliminate discrimination, harassment, and victimisation; ii) advance equality of opportunity; and iii) foster good relations between persons who share a relevant protected characteristic and those who do not share it.

The Equalities Impact Check/Assessment is designed to assess whether there are any barriers in place that may prevent people with a protected characteristic using a service or benefiting from a policy. The decision maker must take into consideration the information in the check/assessment before taking the decision.

A decision can be made where there is a negative impact if it is clear that it is necessary, it is not possible to reduce or remove the negative impact by looking at alternatives and the means by which the aim of the decision is being implemented is both necessary and appropriate

Legal Team Leader: Husinara Jones, Team Leader/Solicitor 10th November 2020

3. Implications on IT: IT Services look forward to continuing to work with Housing colleagues on using enabling technology and Digital Transformation to support this strategy. In regards to Digital Connectivity and the Smart City agenda mentioned in the strategy, we will need to ensure that these initiatives are maintainable long-term and

approved through the IT Governance and Assurance process by the responsible Director		
IT Team Leader: Simon Oliver, Director, Digital Transformation, 07/10/20		
4. HR Advice: There are no HR implications evident		
HR Partner: Celia Williams, HR Business Partner, 07/10/20		
EDM Sign-off	Stephen Peacock	21/10/2020
Cabinet Member sign-off	CLlr Helen Godwin	26/10/2020
For Key Decisions - Mayor's Office sign-off	Mayor's Office	02/11/2020

Appendix A – Further essential background / detail on the proposal HRA Asset Management Strategy attached	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO



HRA Asset Management Strategy 2021-2026



Table of Contents

1 Introduction	3
2 Demand and resident priorities	9
3 Our homes	14
4 Investment standards	20
5 Performance of our stock	26
6 Investment planning	30
7 Reviewing and monitoring	34
Action Plan	39

1. Introduction



1.1. Background

Since the introduction of self-financing, local authorities have been able to set long term plans for the strategic management of their assets in a way that has not been possible before. We recognise the importance of sound asset management principles and applying these to our approach to investment. The first year of this strategy is set to see the investment framework for social housing transformed; new legislation governing fire safety and building safety bringing increased responsibilities in managing high rise blocks, a review of the longstanding Decent Homes Standard and increased energy standards. This document is designed to be a robust, evidenced based asset management strategy to lead our business decisions in this changing environment. It is based on work that has been done to improve understanding of performance of our properties, and it seeks to drive forward work to deliver value for money for the council and its current and future residents. It is supported by a live action plan that we will use to direct and monitor activity (*Appendix 1*).

1.2 Scope

This strategy sets out Bristol City Council's approach to management of assets within its Housing Revenue Account (HRA). It includes our social rented housing assets as well as garages and commercial premises. It is a high level strategy for asset management, with implementation supported by operational plans and policies.

1.3 Purpose

The asset management strategy will contribute to the delivery of our business plan. It structures our ability to deliver three core components of asset management:

- **Investment in the long term sustainability of assets:** how we will keep properties at our agreed investment standard for the life of the business plan
- **Active asset management:** the practice of taking decisions about ongoing ownership and investment in individual properties based on understanding of their performance on a social, economic and environmental basis
- **Support for wider corporate objectives:** consideration of where and how the management of our assets contributes to the delivery of the council's wider aims, including supporting people's health and wellbeing and improving environmental performance.

1.4 National and local context

1.4.1. National context

National priorities for housing are primarily focused on new supply and around safety of existing buildings. 'Fixing Our Broken Housing Market', the 2017 white paper, and the new 'The Charter For Social Housing Residents: Social Housing White Paper' articulate the main areas of national housing policy focus. The social housing white paper sets out proposals to revise the Decent Homes Standard (DHS) which, along with a forthcoming review of the Housing Health and Safety Rating System (HH&SRS), is expected to place a greater focus on external and communal areas. It also places a greater emphasis on regulation and on the voice of residents in housing service delivery.

The focus on data and safety has arguably never been higher. In March 2020 the Fire Safety Bill clarified the responsibilities of landlords to manage and reduce the risk of fire. The July 2020 draft Building Safety Bill sets out proposals for new building standards and regulations that will apply to new and existing homes. The bill focuses landlords' attention on checking the accuracy of data held on assets and ensuring health and safety risks are properly managed. It also proposes new requirements for building safety management and for greater involvement of residents.

The Regulator of Social Housing has recently reminded Local Authority Housing Providers that their Home Standard must be met. A number of 'serious detriment' interventions by the regulator, and the Sector Risk Survey published for the benefit of all registered providers, have also underlined the importance of good quality data to enable all social landlords to prove compliance.

The Homes (Fitness for Human Habitation) Act 2018 is designed to ensure that all rented accommodation is fit for human habitation and to strengthen residents' means of redress against landlords. We anticipate it will lead to an increase in disrepair claims and are exploring plans to strengthen our response.

The Equality Act 2010 has brought together over 100 separate anti-discrimination measures including race, gender, disability, religious belief, sexual orientation, age and equal pay. The act requires us to have regard to reducing socio-economic inequalities when we make strategic decisions. A full equalities impact assessment has been completed. This will be continuously reviewed to ensure that our asset management decisions minimise any possible negative impact on diverse groups.

Energy efficiency and readiness for changing environmental technologies have also become more prevalent. The Climate Change Act 2008 (2050 Target Amendment Order 2019) was adopted in June 2019, and makes a statutory obligation of the net-zero emissions target recommended by the Committee on Climate Change.

All of this comes at the end of four years of rent reductions imposed by central government which have reduced resources available in landlords' business plans to address investment in both existing and new homes. In response to this, along with Welfare Benefit Reform impact, we reviewed our investment priorities in 2016. This resulted in us identifying and retaining only priority services, and reducing non-essential works (including not introducing a proposed new Bristol Homes Standard).

1.4.2. Local context:

Bristol is a city under significant housing pressure, as detailed in section 2. Market prices, local incomes and a growing population combine so that need for social housing is high. The council and the Mayor have a strong commitment to being proactive in addressing the city's housing challenges.

We lose around 150 homes per year through Right to Buy (the forecast is for this to decrease to 50 per year in the next 10 years). This changes the profile of our homes over time and our approach to asset management must take account of that. Our new build and regeneration programmes aim to maximise the number of properties within our ownership.

We have reviewed the financial capacity in our HRA. This will help with investment planning and scoping our asset management options as we implement this strategy.

In 2020 we have faced restrictions to how we deliver asset management due to the Coronavirus. As a result we will inevitably face an under delivery in 2020 and some short term changes in the focus of our programmes. However our asset management principles remain the same and are reflected in this strategy.

1.5. Corporate objectives

The council's Corporate Strategy 2018-23 articulates the themes and principles that will underpin all of the council's activities, which naturally impact on management of the council's housing stock. The themes are:

- Empowering and Caring
- Fair and Inclusive
- Well Connected
- Wellbeing

The principles are:

- We develop people and places to improve outcomes, empower communities and reduce the need for council services
- Maximise opportunities to work with partners and other stakeholders locally, nationally and globally
- Plan inclusively with everyone in mind, but with a particular focus on our children and their future
- Focus on planned long-term outcomes not short-term fixes, prioritising early intervention and prevention

- Contribute to safer communities, including zero-tolerance to abuse or crime based on gender, disability, race, age, religion or sexuality
- Build city resilience, improving our ability to cope with environmental, economic or social “shocks and stresses”
- Use our assets wisely, generating a social and/or financial return. Raise money in a fair but business like way.

The strategy also sets out actions which are relevant to housing, including:

- Delivery of new homes
- Working to tackle fuel poverty
- Reducing Bristol’s CO2 emissions
- Developing balanced and inclusive communities
- Improving access to the internet.
- Responding to the ecological emergency

The “One City Climate Strategy” sets out Bristol’s vision to be a climate neutral and climate resilient city by 2030.

This strategy incorporates ways in which the approach taken to asset management of housing and other assets within the HRA can contribute to the delivery of these corporate objectives.

1.6. Asset management principles and objectives

The primary aim of Bristol City Council’s approach to asset management of its HRA stock is to enable the council to provide good quality affordable housing that meets the needs of as many residents as possible over the longer term. In support of this aim we have adopted the following overarching priorities:

- Invest in our homes so they are well maintained and safe
- Contribute to the delivery of the 2030 carbon neutral city
- Provide homes and services that meet future demographic and social needs, and the needs of diverse communities
- Support the council’s growth ambitions
- Ensure we derive good value for money from our housing and non-residential stock
- Ensure our asset management strategy is affordable within the business plan.

1.7. Planning requirements and tools

We make use of a range of information and resources to plan, deliver and be accountable for our asset management activities. The way we approach these has a bearing on our effectiveness and efficiency, in terms of both money and customer experience. We will ensure that they are fit for purpose and well used.

- **Stock condition data** – held on our Keystone Asset Management system.
- **Data and governance to support compliance**
- **Active asset management** – We have invested in Savills Housing Asset Performance Evaluation (SHAPE), a tool that enables us to explore and report on this performance at a granular level.
- **Land database** – We hold a database of HRA land and sites which is used to review land use and development potential, as well as consideration of other uses for the community.
- **Skills and expertise** – The Asset Management Team in Housing and Landlord Services is responsible for setting policies and standards relating to repair and maintenance, statutory reporting, the storage and management of asset related data, and also leading on projects to ensure our homes reach the standards set and we make the best use of our assets. We also engage external specialist expertise to assist in the development and delivery of projects.

These are the central tools we require to understand our assets, make informed decisions about their management, and deliver this strategy.

1.8. Standards and regulations

As a social landlord we are subject to a suite of statutory and regulatory requirements relating to the safety and quality of our properties and how we manage them.

We have written policies that cover compliance, and these set out the specific obligations and how we will meet them. We have set out our current compliance position and actions in section 3.

Bristol City Council is also subject to the Regulator of Social Housing's Consumer Standards, some of which relate to asset management. These cover home, tenancy, neighbourhood and community and resident involvement and empowerment.

2. Demand and resident priorities



2.1. Housing market in Bristol

Bristol has an active housing market, where demand for properties of all tenures is higher than supply. Both house prices and private rent increases outstrip inflation, with private rents significantly higher than Local Housing Allowance (LHA). Consequently, there are high levels of need for affordable housing for rent and low cost home ownership. There is a political desire for integrated communities, and so the council wishes to maintain and expand provision of affordable homes in less affordable neighbourhoods. Our council rents are lower than many other local providers and other comparable local authorities. We are keen to continue to ensure the affordability of our housing stock – both in terms of rent levels and the cost of occupation.

2.2. Housing need

There is insufficient supply of social housing in Bristol to meet need. As the major provider of social housing in the city, the council has assessed patterns of demand for social housing across the city. Particular gaps in social housing provision are for:

- General needs one bed roomed accommodation
- 4+ bedroom properties
- Accessible and adapted homes
- Homes to encourage downsizing

Council housing stock is inevitably geographically concentrated, which leaves some areas of the city with insufficient provision to enable people to secure affordable housing in their areas of preference. In addition to this, high densities of three bed houses in certain areas mean that the available property supply does not meet the nature of demand expressed. Although there is a strong need for accommodation suitable to older people, we experience a lack of demand for some age-restricted housing schemes.

We need to undertake a full review of our homes to understand more about the type of properties that are needed in each area, to inform our approach to decisions relating to our existing stock and new build. We also need to understand the current and future needs of diverse groups and to assess the impact of current policies and approaches on these groups to inform our approach to managing our assets.

2.2.1. Demographic change

The population of Bristol (currently estimated at 463,400) is expected to grow by 15%¹ by 2043. Although Bristol's population is young compared to other cities of similar size, the city still anticipates an ageing population. 24% of our tenants are aged over 65. Indications are that new sheltered and extra care homes are needed in Bristol, but that the majority of need is for owner occupation² and the supply of rented sheltered housing should fall slightly². In terms of the council's sheltered housing stock and current experience of demand, this suggests remodelling, decommissioning and re-provision of some of our housing for older people. We need to review city wide provision for older people and work with our partners to improve our sheltered housing offer.

The population of Bristol has become increasingly diverse. There are now at least 45 religions, at least 187 countries of birth represented and at least 91 main languages spoken by people living in Bristol.

¹ Source, State of Bristol Key Facts 2020: <https://www.bristol.gov.uk/statistics-census-information>

² Source: The Population of Bristol, April 2020, Bristol City Council and Equalities Profile June 2020

These changes have mainly been concentrated in the inner city and inner east areas of the city. The Black, Asian and Minority Ethnic (BAME) population make up 16% of the total population in Bristol, and 19.5% of all our tenants. The age profile of the BAME population is much younger than the age profile of the Bristol population as a whole. The largest increase in religion in Bristol since 2001 is Islam, with Muslims currently making up 5% of the population, and 8.5% of council tenants.

We have data on the ethnicity of 93.49% of tenants; 75.2% are White British, and the next largest ethnic groups are 4.4% White-Other and 4.3% African Somalis. The incidence of illness and disability affecting people's housing requirements is projected to grow in Bristol over the next 20 years across all tenures. Currently 29% of our tenants have a known disability, with 11% reporting mobility problems.

Understanding the size and characteristics of the population, and how it changes is important to inform how we plan our services and our asset management approach. This includes understanding localised implications for delivery of services, promotion of cohesion, integration and equality of opportunities with regard to access to housing and services and increasing the number of new homes to meet diverse needs.

2.2.2. Making best use of assets to meet housing need

The Wider Bristol Housing Market Area Strategic Housing Market Assessment (SHMA) carried out in January 2019 recommends provision of around 16,000 new affordable homes in Bristol between 2016 and 2036, with 70% having one or two bedrooms. Around 2,000 of the total should be shared ownership with the remainder at an affordable rent. It also recommends provision of 760 rented extra care homes in the same period.

The council has committed to make a direct contribution to meeting the city's need for new affordable homes. In addition to direct delivery of both social rented and shared ownership homes, we also meet housing need by:

- Movement of land between the General Fund and HRA to facilitate development
- Remodelling, extending and converting existing properties
- Considering changes to the use of homes, e.g. use as specialist accommodation
- Considering rehousing options before making major adaptation decisions

Further work has been commissioned by the West of England Combined Authority (WECA) to produce a Local Housing Needs Assessment (LHNA). The LHNA will update the SHMA figures in response to more up-to-date data and changes to the government's standard method for assessing local housing needs.

We are committed to better understanding the needs of our current and future tenants, and using the SHAPE tool to consider the impact of remodelling and changes of use to inform our plans to make the best use of our assets. We are also committed to ensuring we make sound decisions on investing in our current homes to allow our Business Plan capacity to deliver new build homes and Estate Regeneration schemes. Finally, appropriate use of our HRA land and other assets support our corporate growth ambitions.

2.2.3. Specialist accommodation

There are a range of needs for specialist accommodation from accessible homes to temporary housing to meet specific circumstances. We currently have 6,697 homes which are adapted to meet the needs of disabled tenants and 95 homes for use as emergency or temporary accommodation.

The SHMA states that around 10% of people with a long term disability who live in affordable housing need to move to a different property to meet their needs, and that about 8% need adaptations to their home. We currently have 115 people with a disability in council properties waiting for major adaptations. We spend over £2m a year on adapting our properties. Our Making Best Use of Stock (MBUS) policy sets out our commitment to managing our homes creatively to meet the needs of current and future tenants. It sets out our approach to adaptations, and making best use of adaptations with a dedicated MBUS team.

Bristol has a high rate of homelessness. Bristol City Council has an obligation to address this under the Housing Act 1996 and the Homelessness Reduction Act 2017. As a landlord, we provide temporary accommodation through the use of acquired properties with high void or repair costs, and have two specialist schemes for homeless households. Our action is to develop a greater understanding of need which will inform the level and type of provision of temporary accommodation that is needed going forward, and also how we can support the city's need for move-on accommodation.

We work with colleagues across the council to consider future needs and how these can be met within the HRA.

2.2.4. Resident priorities

Our 2019 resident satisfaction survey showed an overall customer satisfaction index of 69.3%. Carrying out checks, repairs and maintenance of homes was identified as the most important improvement people would like to see, closely followed by better maintenance (including bins, building/communal area refurbishments and gardens). Priorities for improvement identified through the survey were around being more visible with a strong local presence, ease of making contact, listening to views and acting upon them, dealing with anti-social behaviour and improving the appearance of our homes and estates.

This survey was carried out as part of phase one of our Moving Forwards Together (MFT) programme. This is a major transformation programme involving all housing staff, where we work with residents to co-design our approach to services.

Many of our residents need help to maintain gardens and decorations due to increasing vulnerability. Our housing includes assisted programmes for gardening and decorations. We will review these programmes to ensure they are easy to access by all residents in need. Our soft investment budget provides funds designed to enhance residents' experience of living in our neighbourhoods. We want to engage with residents on a local basis to improve the look and feel of external and communal areas for residents, including the gardens, ecology, food growing, sustainability and play areas. We will review how this budget is targeted and the level of funding required, and we will involve residents in the development of our Bristol Homes, Block and Estates Standards.

3. Our homes



3.1. Portfolio summary

This strategy covers all HRA assets, including residential and commercial. The HRA owns and manages just under 27,000 tenanted homes, along with 1,700 occupied by leaseholders. Social rented homes make up the majority of our properties and providing these for letting will remain our core business. Overall it is expected that the number of rented homes will reduce as a result of Right to Buy to around 24,000 over 30 years. We will be looking to replace some of the homes lost through our new build programme.

The council also owns 53 commercial units (mainly shops) which are centrally managed, and 63 non-residential commercial and community assets which are used for a variety of uses and managed within the HRA. We also own 1,600 garages and other related assets such as laundries, scooter stores, community rooms and offices.

While council homes in Bristol are inevitably concentrated in certain areas of the city, homes are located in every ward in the city. The spread of council homes in Bristol is illustrated in Figure 1:

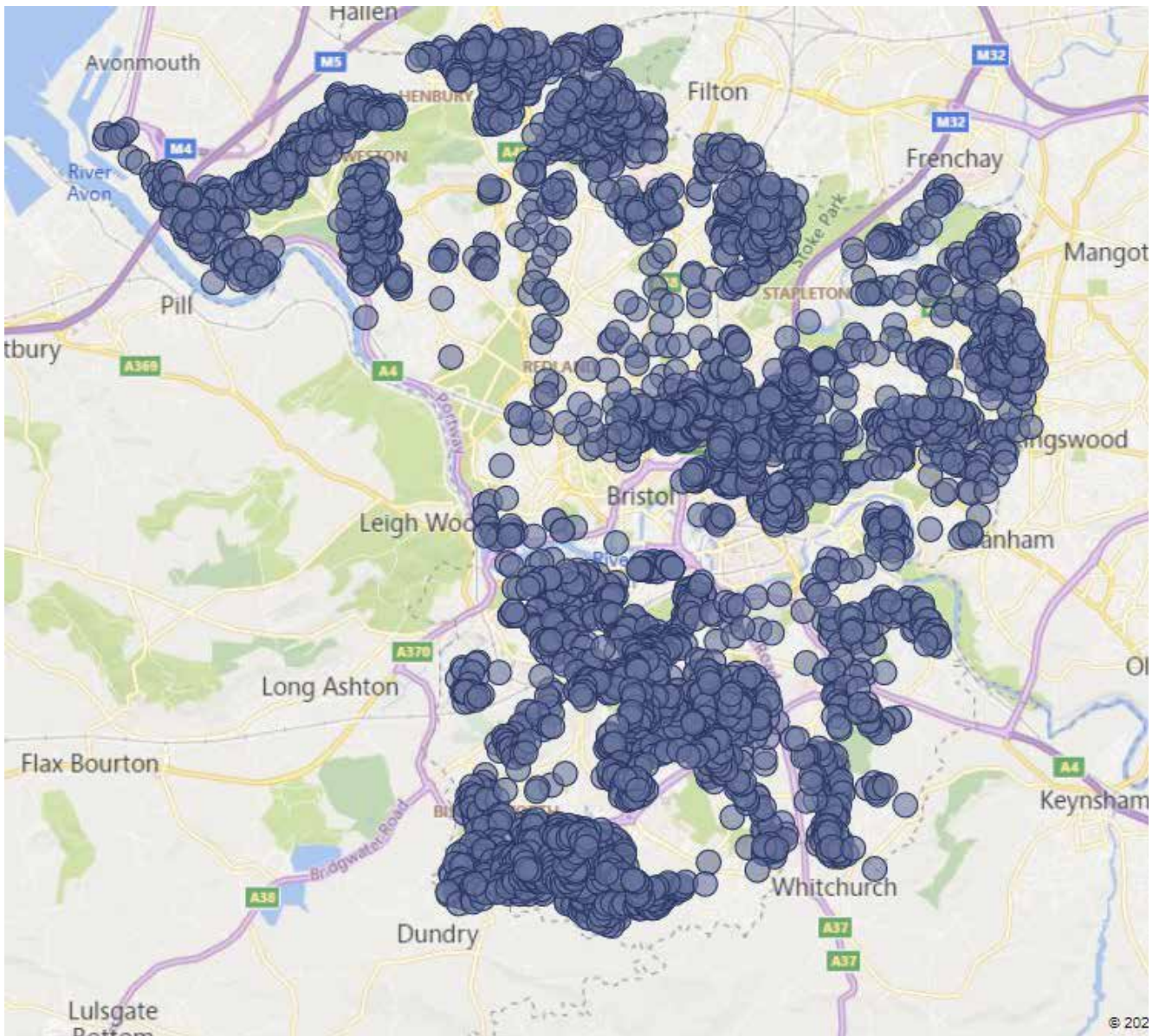


Figure 1: Location of social rented homes

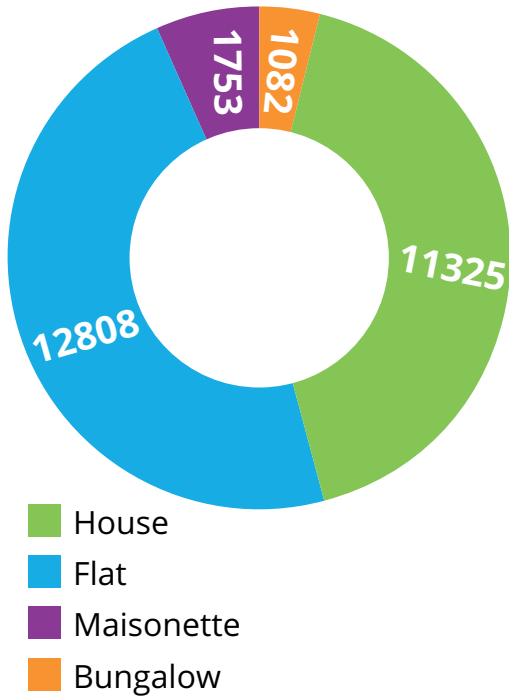


Figure 2: Type of homes

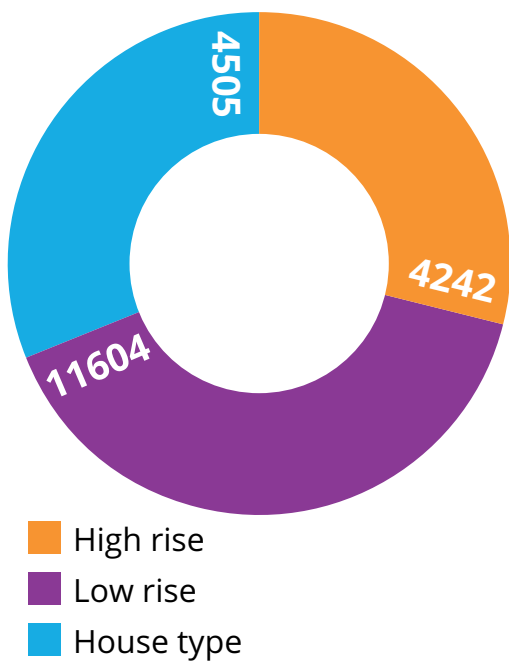


Figure 3: Flats by block type

Blocks

- 62 High Rise (6+ storeys)
- 477 Low Rise (2-5 storeys)
- 2666 house-type blocks

3.2. Size and type

3.2.1. Type

The mix of property types affects the management and investment requirements of our stock. It also affects how well it aligns with local need and demand.

See Figure 2: Type of homes

3.2.2. Flats and blocks

See Figure 3: Flats by block type

3.2.3. Most of our blocks

Our blocks were built between the late 1950s and early 1970s, using various non-traditional construction methods. The construction forms include Easiform (Cast-in-situ concrete), No Fines, PRC and large panel system (LPS). There are also blocks that were built in the 1920s and 30s, usually of traditional brick construction.

41 of the 62 high rise blocks have been overclad. We have invested heavily in improvements to fire safety, but are conscious of the need for higher standards arising from national reviews of building safety. Since 2012, we have made significant investment in fire safety in our blocks and this approach sits within a policy framework which means we are confident that our blocks are safe. The blocks have heavy repair liabilities due to their

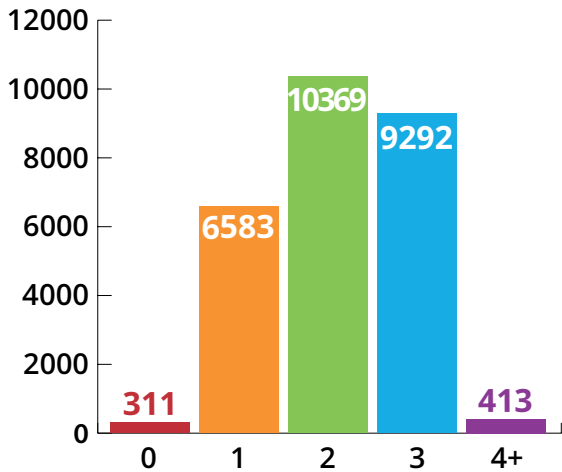


Figure 4: Size of homes

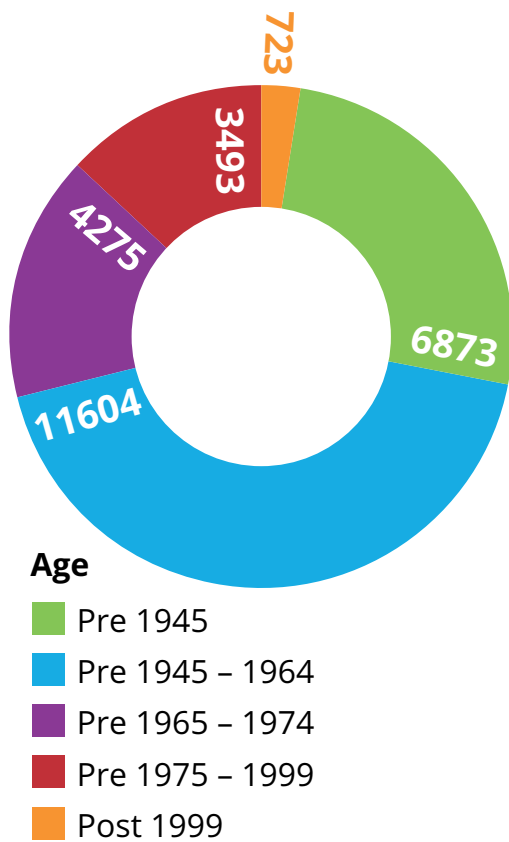


Figure 5: Age of homes

construction and significant levels of communal services, and in many cases the costs outweigh income receivable (refer to Section 4).

The majority of the low rise blocks have cavity wall insulation (314) and a further 100 have external wall insulation. All have Fire Risk Assessments in place, and we have a live programme to deliver fire stopping works and replacement fire doors across these blocks. We also own 2666 house-type blocks – built with a range of non-traditional construction methods.

3.2.4. Size of homes

The majority of our rented homes are two and three bedroom as illustrated. See Figure 4.

3.2.5. Age of homes

This includes 1,200 Victorian street properties (known in Bristol as acquired homes) which are expensive to maintain and require significant investment to deliver the city's zero carbon targets. See Figure 5.

3.3. Sheltered housing

We have 3,700 specialist or age restricted homes. The majority of these are age restricted to either 40 or 50 plus. We have 870 specialist supported housing places for older people across 28 schemes. The performance of these schemes is mixed. We want to ensure our housing offer to older people meets changing needs and aspirations. We plan to review our poorly performing schemes, alongside an overall review of Bristol's offer for housing for older people.

3.4. Leasehold properties

The council manages 1,700 leasehold properties. The council remains responsible for repairs to shared facilities such as lifts, lighting, shared heating and hot-water systems, the roof and structure of the building, as well as internal and external communal areas. The cost of these works is recharged to leaseholders under the council's policy. We will review our approach to service charges and recharging for major works and take action to maximise recovery of costs while improving the resident experience.

3.5. Other assets

3.5.1. Garages

We have approximately 1600 garages located across the city. Our current annual income received from garage rent is about £290,000 per year. We have reviewed our approach to garage management and reviewed letting rates and their condition. A pilot is underway and progress has been made to repair empty garages, increase garage letting rates, assess demand and consider the long term investment needs of garages. We have an approach to appraise options for garages and sites – including repair and relet, use of the site for new homes as well as utilising the garages or site for community benefits. We aim to align rents with premium rents in high demand areas. Further – we are considering how to use these assets to meet other objectives and we are considering how our garage sites will contribute to achieving Bristol's zero carbon targets. This will include exploring the feasibility of installing electric vehicle charging points within garage sites.

3.5.2. Commercial property

The HRA owns 53 shops which are currently managed centrally. Some of these have social rented units above them, others have a living space attached which is leased out with the commercial unit. The shops generate income to the HRA of around £250,000 per year. As client, we will develop our retail strategy with a proactive approach going forwards, which will consider a comprehensive options appraisal of the commercial portfolio with the aims of:

- Maximising demand and income while retaining commercially viable shops that make a positive contribution to the estate environment
- Exploring options for change of use including conversion to social rented homes
- An agreed standard for both the commercial unit and connected homes which clearly informs our investment approach to these assets, and identifies responsibilities for repair, improvements and compliance.

In addition to our shops, we also have a range of other buildings and rooms used for commercial use. In total the HRA receives around £114,000 per year of other commercial income. These assets operate as cafes, churches, community rooms, offices, day nurseries, surgeries, workshops, one pub, special schools, storage and sports and training facilities. They operate under a variety of management arrangements, some let to other city council departments and other with third parties. We will review all current leases, commercial opportunities and management arrangements.

3.5.3. Community assets

Within our estates we have a range of community assets including community rooms, scooter stores, laundries and guest rooms. The usage of all these assets has been comprehensively mapped. Their usage is monitored by housing officers and caretakers. Where assets are rarely or never used, consideration for conversion to alternative use is explored. We want to provide community assets which are well used and in good condition and contribute to the attractiveness of local amenities. Where demand is low, and/or where we are unable to continue with provision due to financial viability of the blocks in which they are located, we will explore alternative uses with a priority consideration being conversion for use as new homes. Where there is a clear and expressed need for a community facility – we will invest appropriately to ensure it meets residents' needs.

4. Investment and standards



4.1. Data

4.1.1. Stock condition data

It is essential that the council has a clear view as to the level of investment required to the stock, and the reliability of the information that underpins our investment and business plans. Keystone holds some level of stock condition data for all of our homes, and this data comes from a variety of sources, including:

Survey data – Our House Condition Inspectors (HCIs) complete surveys on our homes. We currently hold survey data for over 87% of our homes, with 77% containing full data and around 64% surveyed in the last five years. We aim to increase HCI capacity to inspect all homes at least once every five years.

Completed works – On completion of planned works, relet works, responsive repairs and adaptations, our stock condition data is automatically updated to include date of install and expected replacement dates based on agreed life cycles.

Further improvements are needed to improve the integrity of our stock condition data, including:

- External validation of our stock condition surveys
- Ensuring we capture complex information for example communal Mechanical and Electrical (M&E) works
- Undertaking a risk based, sample approach to structural appraisals of our low and high rise blocks.

This data is used to inform our 30 year investment plan. The profile of investment is illustrated below and indicates a significant peak of investment required within the first five years.

4.1.2. Energy data

An up to date Energy Performance Certificate (EPC) is provided when a property is relet, or prior to a Right to Buy sale. The EPC data as well as the certificate is retrieved to supplement our energy data. We are also able to calculate carbon emissions, and can model scenarios for reducing carbon.

4.1.3. Compliance data

To support compliance with health and safety requirements relating to gas safety, fire safety, legionella, electrical testing, asbestos and lifts we ensure that we hold accurate and up to date records of the relevant components in our homes, including records on servicing and maintenance, and risk assessment requirements. We are reviewing our approach to the management of this information, and need to explore alternative system solutions.

4.2. Investment standards

4.2.1. Decent Homes

The Decent Homes Standard has been the minimum standard for social housing since its introduction in 2004 – and targets investment at the replacement of key building elements to ensure the home is warm, weathertight and has reasonably modern facilities. The Housing Health and Safety Rating System is a key element of the standard, and guides investment to addressing hazards.

As at August 2020, 94.25 % of our homes meet the Decent Homes Standard, and we plan works to address non-decent properties each year. We are undertaking a comprehensive review of the way in which we report non decency, including how our Keystone system can help us to understand non decency triggers and how we plan

works. We will review the emerging changes to Decent Homes, and will ensure our systems can monitor own homes' performance against this standard, as well as appraising options for meeting the target.

4.2.2. Bristol Homes Standard

We recognise the need to build on the Decent Homes Standard and develop our own Bristol Homes Standard. This work will be completed alongside our Moving Forward Together programme which aims to transform our services to meet resident priorities. It will also involve a review of the emerging Decent Homes Standard 2 to ensure that our own local standards meet all statutory minimums.

Bristol Block Standard

Standards for council housing are changing and there is a renewed focus on blocks of flats, and in particular the communal areas of those blocks. As part of the Bristol Homes Standard we will develop a standard specifically for our blocks, with the aim of bringing together the Fire Safety and Building Safety Requirements, as well as residents' priorities. It will outline the standards residents who live in blocks can expect in terms of security, access and safety as well as supporting the services of the new Building Safety Manager.

Bristol Estate Standard

Further work as part of the Bristol Homes Standard we will develop a Bristol Estate Standard, highlighting the standards of security, maintenance and investment that our residents can expect beyond the boundary of their individual home and block – including the look and feel of the estates, play areas, gardens, etc.

Relet Standard

The council repairs and improves homes to a high standard at the void stage, to ensure we let good quality homes and also to avoid disruption to the incoming tenant at a later stage. We will undertake a review of our relet standard, appraising the costs and benefits of differing standards including reviewing new tenant satisfaction, relet times, impact on planned programmes and overall HRA Business Plan implications.

4.2.3. Building safety

We have carried out independent assessments of 27 blocks with older cladding where we had limited original records of materials used. None have ACM cladding or were subject to the government's ACM cladding testing programme. We plan to continue these assessments across our remaining blocks which have newer cladding. Where appropriate, works to undertake repairs or

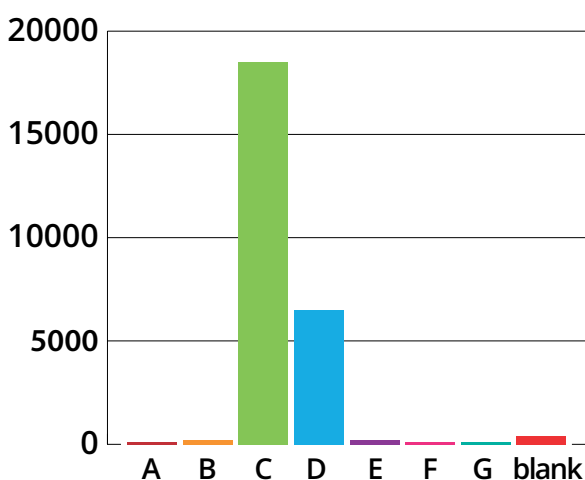
improvements to bring the blocks up to current standard are included in our plans.

We are carefully monitoring the government’s consultation on building safety following the Hackitt report and draft Building Safety Bill. We regularly check and compare our response with other landlords. A newly created role of Building Safety Manager will establish an assurance framework to ensure compliance with the new regulations. We are working to establish clear processes and procedures, with contracts in place to ensure safety inspections, cyclical maintenance and repair and investment requirements are fully delivered in accordance with the new safety regimes, regulation and best practice.

4.2.4. Energy performance and climate strategy

The One City Climate Strategy sets out the vision for Bristol to be a climate neutral and climate resilient city by 2030. Our housing stock can contribute to this vision. This means a focus on retrofitting our housing to improve energy performance whilst also cutting carbon. Our target is to have no properties below EPC C by 2030 and reduce carbon emissions to net zero by the same date. A particular focus is needed on those in fuel poverty to ensure no one has to live in a cold home, and that our efforts to reduce carbon do not result in homes which are more expensive to heat. A tailored approach will be needed to reflect the different design, heritage and construction of our homes.

Currently energy performance of our homes shows an average Standard Assessment Procedure (SAP) rating of our stock is 70. The range of EPC performance for our properties is illustrated below:



EPC

We currently have 7,000 properties with the EPC below C. Our homes which fall into the group of EPC D and below are largely

- Flats in blocks where the block has no wall insulation and/ or poor heating
- Houses and bungalows with no wall insulation – a significant proportion is Easiforms type non-traditional build with no wall insulation.
- Victorian street properties – particularly hard to improve.

Figure 6: Energy performance of rented homes

Net zero carbon targets

We have worked with the Centre for Sustainable Energy to review our existing homes, build type, previous measures and current performance in terms of SAP and carbon emissions. We have modelled options to improve carbon, with the aim of reducing carbon in our homes to net zero by 2030. The study reviewed appropriate alternative heating solutions to replace our current gas boilers, including citywide district heating, heat pumps and new electric heating. Insulation measures will be required, including additional wall insulation and internal wall insulation where cladding would not be permitted, as well as PV panels and other generators. The study highlights that in some cases carbon reduction measures will have an adverse effect on affordability and therefore SAP rating, and we aim to ensure the shift to lower carbon heating and power options is a fair transition for our residents as we develop a programme of works.

Whilst achieving net zero carbon in our housing stock is a clear target, we need to develop a specific set of measures for each group of homes to ensure we achieve this, and this in turn needs to be developed into an investment plan. In order to meet the challenge of developing a clear net zero plan for all of our homes, we are:

- devising a number of pilot projects to test new approaches and technologies
- working with other experts to share experiences and ideas – for instance colleagues in the city council with expertise in energy and sustainability, West of England Combined Authority, the Centre for Sustainable Energy
- bidding for funding for carbon reduction measures social housing projects.

We are also committed to developing an approach to ensure our assets are resilient to all of the effects of climate change, including flood, over-heating and extreme weather.

4.2.5. Compliance

Alongside our data we have robust policies and procedures that guide how we deliver our compliance obligations. We have a robust approach to compliance in all areas. Our obligations are satisfied by regular inspections, servicing and maintenance regimes that ensure key elements of the home and communal facilities do not pose undue risk. To ensure transparency of our compliance, we regularly submit our performance to Housemark which enables us to Benchmark against our peers. In addition, we have fed through our

performance to the Regulator of Social Housing throughout the COVID-19 pandemic through the Coronavirus Optional Response Survey (CORS).

Fire safety

Since 2012, we have made significant investment in fire safety in our blocks and this approach sits within a policy framework which means we are confident that our blocks are safe. This means that even before the Grenfell disaster we were in a strong position on fire safety with fire risk assessments completed for all low and high rise blocks, as well as compartmentation and replacement fire doors in all high rise. We work closely with Avon Fire & Rescue Service, keeping them updated on our fire safety programmes and working jointly with them on fire safety improvements.

4.3. Connectivity and smart technology

Digital connectivity

Some of our blocks suffer from low internet speeds, and access and choice to our residents is limited. We are working to improve digital inclusion by enabling the installation of ultra-fast fibre networks in our blocks capable of providing high speeds of connectivity and increased choice of broadband packages for residents. This involves working with telecommunication companies to facilitate the installation of their ultra-fast fibre networks in blocks, while following a site specific installation plan to ensure that all aspects of fire safety are met, reduce the risk of asbestos, and deliver a high quality install that has minimal impact to the building and residents. We will also explore how we can use the council's existing BNET infrastructure to assist in the provision of broadband.

Smart technologies

We will review how to best incorporate smart technologies to improve the lives of our residents and better inform us how assets are performing to help inform future investment decisions. Options include self-regulating heating systems, humidity sensors and damp sensors.

Electric vehicle charging points

We are aiming to provide electric vehicle charging points in our car parks in blocks of flats across the city to ensure residents in our blocks have the option of charging an electric vehicle. We are undertaking trial installations to understand the requirements, with a view to wider roll out.

5. Performance of our stock



5.1. Understanding the performance of our stock

As set out in the introduction, we take an active approach to the management of our assets, supported by our understanding of the performance of our homes. The current evaluation was completed in 2019.

5.1.1. Financial performance

From a financial perspective our 2019 evaluation shows a total net present value (NPV) of £326m across 27,038 rented homes, equivalent to an average of £12,059. Performance varies across the portfolio and this presents some challenges for our asset management strategy. 21.75% of the homes (5,881) show a negative NPV over 30 years representing a liability to the business plan of over £114m. A further 18.72% (5,062 homes) show a marginal NPV (defined as between £0 and £10,000) representing a further risk to

the business plan. Nearly 60% of homes show good strong cash flows above £10,000 per unit. It is these properties which support the business plan to allow the council to deliver across all homes.

Performance	Tenanted units	% Units	Total NPV	NPV Per Unit
Poor	5,881	21.75%	£144,314,242	£19,438
Marginal	5,062	18.72%	£28,767,272	£5,683
Good	16,095	59.53%	£411,600,504	£25,573
Grand Total	27,038	100.00%	£326,053,534	£12,059

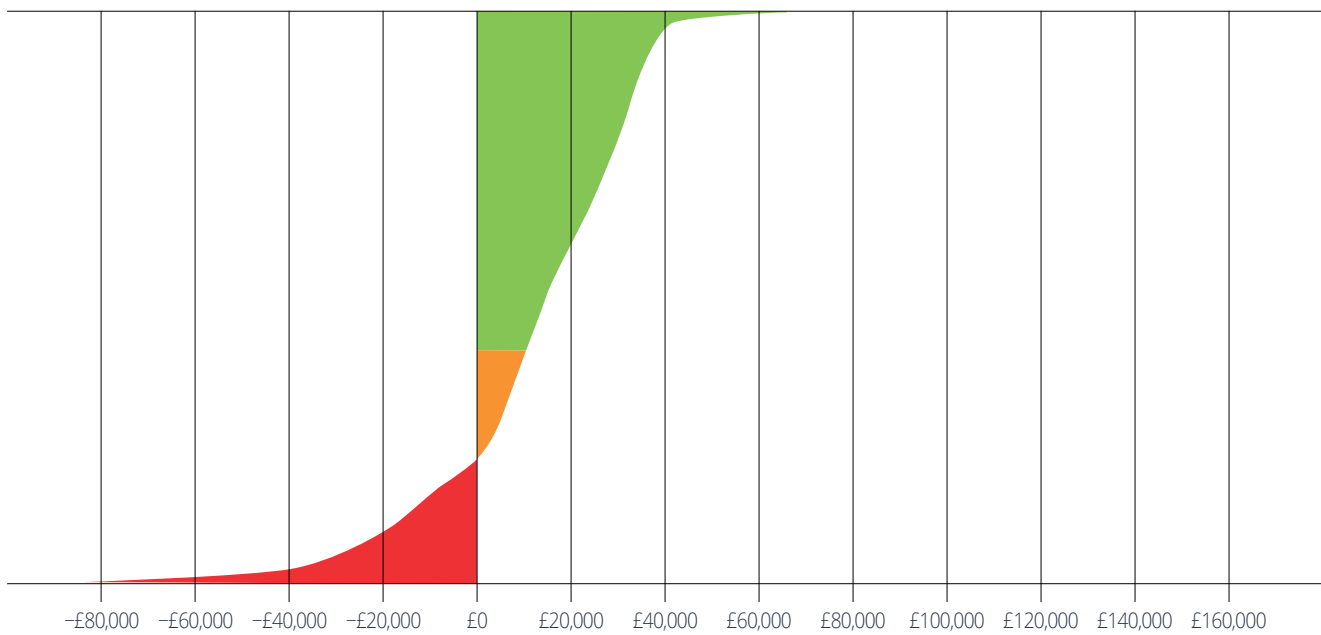


Figure 7- 30 year NPV

We have compared our performance with benchmarks from other social landlords in the South West and with other local authorities across the country. The results show that the NPVs are lower than those of other social landlords, driven primarily by our lower rent levels.

The model also provides a projection of future NPV. In 2019 NPV growth was predicted to increase at a rate of just under 3.5% p.a. Our framework of appraisals to tackle poor performance will aim to improve on this growth rate in order to increase business plan capacity to deliver the council's social housing objectives.

5.1.2. Analysis of social performance

We also looked at the performance of homes against our corporate objectives, looking at measures linked to our themes of Empowering and Caring; Fair and Inclusive; and Wellbeing. This analysis showed a clear difference in our ability to achieve our social objectives in different parts of the city. It enables us to identify areas where social sustainability is weak and to take action through neighbourhood

planning and through asset management to improve the extent to which the council is meeting its social housing objectives across all its homes. Where homes score poorly these represent areas where our asset management and community investment strategies need to target social issues, alongside investment and regeneration of our existing homes.

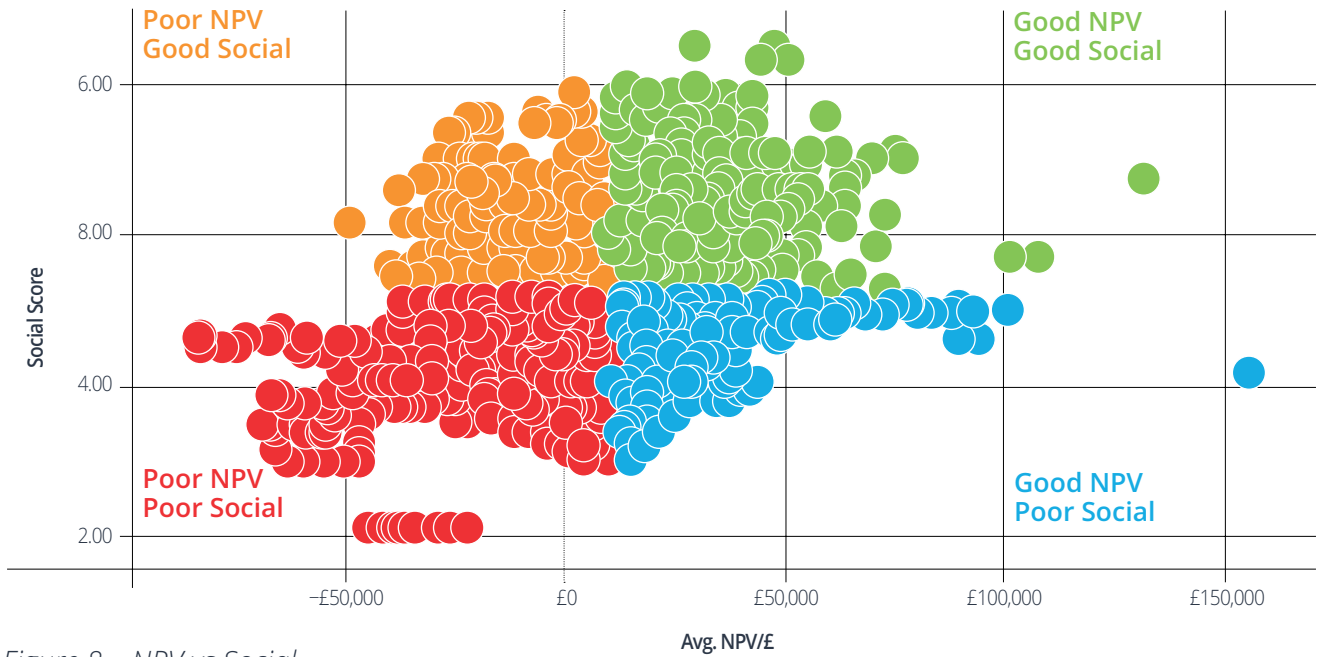


Figure 8 – NPV vs Social

5.2. Using the results to inform strategy

Our aim is to make informed decisions based on the performance of our stock, and to identify suitable options to address stock that is performing poorly. This will mean that over time our average NPV will improve, and NPV growth will be stronger in the future which in turn will increase business plan capacity to deliver our objectives providing quality homes that meet the future needs of the city.

We are developing a framework of both initial assessments and full option appraisals to be carried out by the end of 2022, targeted at properties which perform poorly on a financial basis, and informed by an understanding of social performance and market context. All feasible options for improvement will be explored to deliver our objectives and improve our offer to residents.

- The first stage will be to explore the reasons for the asset’s poor NPV, and to consider its performance against the social objectives. We will undertake a high level assessment to identify the available options to improve its NPV while taking into consideration its performance against the social objectives and

aspects such as the location, property type, current occupancy and demand. Options to improve may include a change of use or of investment profile

- The second stage will be an in-depth appraisal of the identified options, including estate regeneration for identified estates or stock types where poor performance is driven by high investment need, lack of alternative options and opportunities to redevelop. This appraisal will consider options to improve NPV and additional development opportunities, to improve the quality of housing and the wider environment.

5.2.1. Ongoing updates

Increased standards and costs

Will need to include costs as they emerge to meet

- Zero Carbon. We need to develop an understanding of the technical solutions available, and their cost. We will seek funding to support delivery and take into account the financial viability of properties.
- Bristol Homes Standards
- Decent Homes 2 & Building Safety. At the same time as reviewing our own investment standard we will respond to any revised government guidance on the decent homes standard, as well as any additional costs from expected increases in consumer regulation and building safety requirements

Scenario modelling

Test options to improve performance of homes in poor category – understand the impact of the changes

5.2.2. Conclusion

We need to better understand why some of our homes perform poorly, and how we can improve the status of these homes. However, we acknowledge that we will always have homes which perform better than others, and that the income from homes categorised as good will cross subsidise others in the portfolio. Use of the SHAPE tool ensures we are making investment decisions with a sound evidence base.

6. Investment planning – bringing it together



6.1. Investment planning process

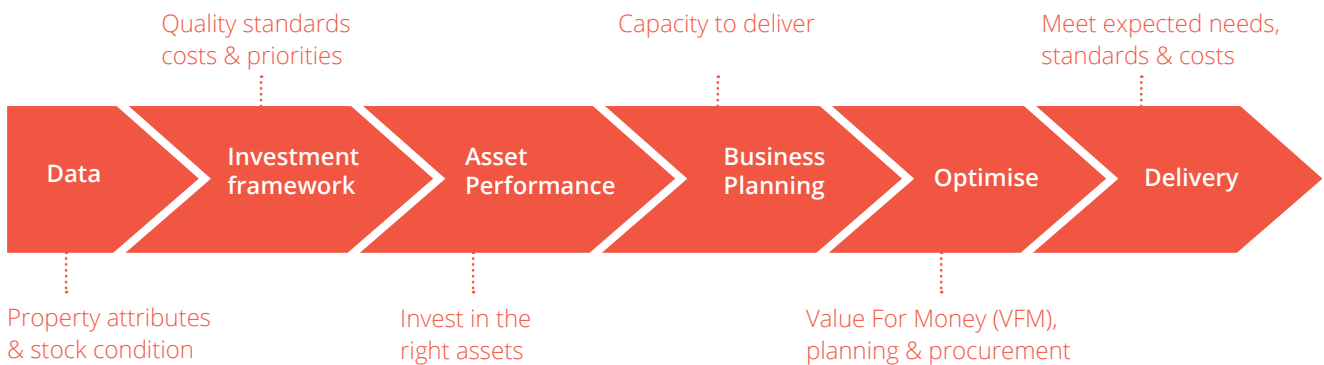


Figure 9: Investment planning process

Our approach to investment planning can be summarised in the diagram above and demonstrates a golden thread from the data that we hold, through to the decision making and business planning for future investment. In reality, the process is not as straightforward. The investment framework for social housing is undergoing a transformation – as outlined the new Decent Homes and Hazard

rating changes are proposed, and we also await the new Fire Safety and Building Safety requirements, and how net zero carbon can be achieved for all our homes is not yet fully understood. We have aspirations to exceed the minimum standards in our homes and estates. Work is ongoing to further our understanding of both the results of the asset performance model and our approach to address poor performing homes. Finally, the HRA Business Plan is under review.

However, we have clarity in our framework for making decisions and how we will respond to emerging changes. Delivering the actions in the Action Plan in Appendix 1 will ensure the framework is in place for considering increased investment in our existing homes and to ensure this is targeted at the homes which have a long term future. The investment we deliver needs to meet our objectives.

6.1.1. Data

We have a robust dataset – with complete and accurate details of our assets and the associated attributes and components. The data we store and manage details not only stock attributes and condition, but also how our assets measure against performance criteria – specifically in relation to compliance and energy standards. The data we collect, store and manage is continually reviewed to ensure it is current and meets our needs.

Our cost data for repair and replacement of key building elements is regularly reviewed to benchmark against industry standards and to ensure value from our in house teams. Analysis of the performance data and cost information forms the foundation of investment planning as well as being key in the asset performance SHAPE tool.

6.1.2. Investment framework

In order to ensure that we invest in our homes so they are well maintained, warm, safe and attractive to residents, and to manage them within available resources, the investment programme will be developed within a framework which considers the following, as well as newly arising priorities –

- Statutory regulations and regulatory works
 - All Health and Safety compliance areas and building safety,
 - Works to address structural issues
- Minimum condition and efficiency standards
 - Decent Homes Standard (and any new guidance on the standard),
 - Delivering EPC C by 2030

- Bristol Homes Standards
 - Including block and estate standards
 - Informed by resident priorities
- Investment in line with Corporate Strategy
 - Supporting growth aspirations
 - Makes best use of assets
- Works to maintain and reduce responsive repair costs
 - Reduce impact on disrepair
 - Internal and external maintenance
- Works to reduce carbon emissions with the aim of net zero

Investment plan

The data on performance and condition of our homes measured against the standards within the investment framework indicates the investment needs of these homes. Once we introduce the cost of the investment and the timeframe, we then have a draft investment plan. We know that we can not meet the needs of all of the investment priorities in all of our homes without

Increasing capacity in the HRA Business Plan (BP)

Reducing investment in stock which does not meet our financial or social objectives

External additional funding

The Investment Plan will change over the coming years in response to the transformation of the investment framework, results from the SHAPE model and agreed solutions for our poor performing homes, as well as increased understanding of BP affordability.

6.1.3. Asset Performance

The Investment Plan in the form of capital investment costs per property are a significant element of the SHAPE performance assessment. Over the next two years, the model will be dynamic as we:

- better understand investment costs to meet the emerging standards and update the model accordingly – the tool allows us to consider the viability of proposed investments
- appraise the options for poor performing homes, and make changes to improve the performance – e.g. change use to temporary accommodation, and the model will be rerun to reflect the new arrangements

The process is iterative, as we make agreed changes but also model scenarios and test proposed changes to investment standards or use of stock.

6.1.4. Business plan affordability

The investment plan is entered into our business plan model, and provides for capital investment in our homes over the next 30 years. This amount is to replace existing building elements as they become due, linked to our stock condition survey information, and some additional provisions for fire safety, compliance, conversions and adaptation works.

We have carried out an analysis of business plan capacity which indicates the potential to deliver increased investment over the course of the plan.

6.1.5. Value for money

One of the principles of our corporate strategy is to use our assets wisely, generating a social and/or financial return. This strategy includes actions that will evidence value for money through

- An approach to asset performance evaluation that enables us to maximise return on assets
- Actions to maximise the number of homes in ownership through regeneration, bringing empty homes back into use, and new build development on our land
- An approach to investment planning which ensures works are delivered efficiently and remain affordable
- Ensure we make best use of our non-housing assets, such as our garage and commercial portfolio making sure we review the current use and alternative options, and maximising income

We plan to review our approach to inspections and quality control. We also want to ensure that our outturn costs match our budgets. Our in house delivery team carries out the majority of our responsive and void repairs and some of our planned programmes. We need to understand how our internal costs benchmark against external costs of other providers.

6.1.6. Delivery

Repairs and maintenance is delivered in line with our Strategy for Commissioning and Procurement through to Delivery. We are continually seeking to ensure we have skilled internal expertise and capacity, as well as access to appropriate consultants and contractors to deliver our capital programme and ensure value for money.

7. Review and monitoring



7.1. Performance monitoring

Accountability for the strategy is with the Director of Homes and Landlord Services. Operationally, responsibility is with the Asset Strategy Manager to ensure agreed programmes are in place and delivered effectively.

Investment plans and the results from options appraisals leading to alternative proposals for assets will be reported to Housing Services Leadership Team (HSLT). Reports will include financial and quality out turns against plans. We will measure our success through monitoring progress on delivering the agreed actions, and through a range of Key Performance Indicators (KPIs) which include:

- Overall growth in NPV across our HRA homes
- Option appraisal within agreed timescale for all properties which meet the triggers established
- To meet targets set out in our agreed strategy to reduce our carbon emissions to net zero by 2030, seeking funding to support this with alternative options explored where this is not feasible

- To achieve the agreed milestones in the overall plan to meet EPC C for all our stock by 2030
- Maintaining decent homes standard, including adopting any new guidance issued
- Adherence to planned works budget and timescales
- Compliance with all health and safety, regulatory and statutory standards

7.2. Governance

The accountability for key aspects of this strategy is set out below.

Tasks	Asset Strategy Manager	HSLT/Cabinet Member
Drafting, maintaining and updating the Asset Management Strategy (AMS)	Prepares draft AMS for portfolio holder decision, Maintains AMS Provides annual update of AMS Provides full periodic reviews of AMS.	Approves draft AMS and has overall responsibility for ownership of AMS. Approves annual updated AMS and periodic reviews.
Implementing stock options appraisals and managing outcomes	Conducts stock options appraisals and makes recommendations to Cabinet Member/ Cabinet. Implements Cabinet Member decisions.	Considers recommendations and takes decisions on implementation. Agrees a level of delegated authority for action based on agreed principles.
Managing progress against delivery of five year investment plans	Reporting and consideration of progress/corrective action via management quarterly to HSLT and Cabinet Member.	Receives and approves reports. Takes/approves corrective action where required. Regular monitoring.
Updating stock condition survey information	Surveys carried out to maintain stock condition data on 100% of properties every five years with regular external validation. Outcomes used to inform the investment plan, and revisions to the Asset Management Strategy and the asset performance evaluation model.	Results reported to HSLT via the annually updated AMS.
Updating asset performance evaluation model	Model will be owned and managed to support decision making and it will be updated every two years.	Model outputs reported to HSLT and Cabinet Member at each update to demonstrate progress in active asset management to improve value.

7.3. Internal controls

Stock condition surveys – The costs used in the SCS are reviewed regularly, to ensure they are consistent with sector benchmarks and updated on a systematic basis based on actual prices obtained for works completed. Repair spend will be tracked to monitor impact of the investment priorities. Updates to the SCS are captured by the asset management databases as the investment programme is implemented. SCS updates will form part of the annual investment planning verification process.

Investment plans – There is a planned investment programme in place with clear and robust contract management arrangements. There are performance measures in place and there is effective and regular monitoring and management of actual delivery performance against these plans by the asset management team. Repairs and maintenance, including gas servicing, delivery programmes are all in place and there is effective monitoring and management of outcomes.

Procurement – We have effective and efficient procurement plans and processes in place, and the value for money delivered through these is confirmed through benchmarking and external validation exercises.

Responsive repairs – There are detailed contract controls and performance measures in place. Service outcomes and measures are used to inform forward planning of both responsive and planned repairs and our in house delivery team. There are good levels of customer satisfaction with the service and this is routinely tested .

Asset Performance Evaluation – The SHAPE model is owned and managed by the Asset Management Team, with input from the finance and housing systems teams. The model will be regularly updated, informed by new information including; updated stock condition data following delivery of investment plans, responsive repairs spend, changes in management costs, changes in void rates, local option appraisal outcomes, new homes etc.

Asset Management Strategy – The Asset Management Strategy will be updated as a key part of the annual capacity modelling and corporate planning process and outcomes from this exercise will inform the business planning and capacity modelling.

7.4. Regulation

The Regulator of Social Housing has written to local authority landlords to emphasise its expectation that councils will comply with its Home Standards. It has also issued regulatory notices to a number of other local authorities whose failure to comply with requirements relating to asset management has caused or could cause serious detriment to their residents. Whilst we are confident of our compliance position, we intend to undertake a high level assessment of gaps or weaknesses which might lead to regulatory breaches. The approach would ensure greatest focus and depth on areas of highest risk. The review will ensure we are meeting key requirements in particular looking at compliance with the decent homes standard, the cost effectiveness of our repairs and maintenance service and all statutory requirements that provide for the health and safety of our residents.

Key to the above will be the reliability of our stock data, and sub-sets of data including asset, stock condition, compliance and repairs data on which we base our assurance reports. The review would also consider the level of cabinet and management level oversight.

7.5. Risk management

There are risks associated with the ownership and management of large residential property portfolios. These could be a risk to the council's strategic aims and finances and its reputation. They also relate to quality of life for residents. We must have robust strategies in place to manage asset management associated risks. Our April 2020 service risk register sets out our key risks including:

- Gas safety compliance
- Asbestos exposure
- Lack of recruitment and retention of staff to deliver programmes
- Procurement delays and contractors going into administration
- Impact on planned programmes of Covid 19
- Fire safety

We will review our corporate risk register to ensure key asset management related risks are recorded there, and that everyone has a good understanding of responsibility for mitigating actions. This will include ensuring our stock matches the need of current and future residents, data management to ensure compliance, keeping up to date with emerging regulatory requirements, adequate investment to maintain resident satisfaction, efficient planning and

delivery of programmes and incorporating the costs of new requirements e.g. building safety and zero carbon.

Review

The strategy covers a five year period from 2021 – 2026. Investment plans and the Asset Management Strategy will be reviewed annually.



Prepared with support from Savills



Action Plan Appendix 1



Key actions: Demand and meeting need

- ➔ Maximise the number of social homes we provide through a programme of acquisition, new build, conversions, remodelling and regeneration.
- ➔ Review our housing offer for older people, establishing a future standard and a strategy to work with partners to deliver this.
- ➔ A coherent review of BCC housing needs data to cover adaptation shortage, mismatch in home size, and locations. This will inform and form the basis of the future new build strategy, making best use of existing stock such as remodelling, conversions and extensions, and temporary accommodation.
- ➔ Understand the current and future needs of diverse groups and assess the impact of current policies and approaches on these groups.
- ➔ Review our Making Best use of Stock Policy to reflect our understanding of stock sustainability.
- ➔ Review our approach to the supply of supported/specialist housing accommodation.

- Support the council's growth plans by exploring options for poorly performing stock alongside identified development potential.
- Review our approach to the appraisal of land sites and link to our mapping software.
- Review assisted gardening and decorations programmes to ensure ease of access.
- Review soft investment budgets to ensure these reflect resident priorities with adequate funding.
- Increase our engagement with residents, including those from diverse groups, through more detailed satisfaction surveys and consultation on policies and procedures.

Key actions: Our homes

- Review our approach to leasehold service charges and recharging leaseholders for major works.
- Develop a new Bristol Homes Standard, Bristol Blocks Standard and Bristol Estates Standard in consultation with residents – including investment in play areas, etc.
- Update the relet standard to maintain safety and quality while improving void turnaround times.
- Carry out 5,000 housing condition surveys per annum.
- Expand the scope of surveys to include external and communal areas.
- Embed and improve our use of current systems to record and maintain up to date property condition records to ensure we can capture information, assess risks, plan and monitor delivery of remedial actions and improve our approach to compliance.
- Improve our 30 year capital cost forecasts, in particular M&E costs to help better inform investment planning and SHAPE.
- Carry out an external validation of 5% of surveys completed each year.
- Complete our review of non-decency reporting and confirm our approach to planned work to maintain low levels of non-decency going forwards.
- Complete phase 2 of independent assessments of the fire safety of our clad high rise blocks.

- Carry out structural assessments of all our blocks using a risk based system of prioritisation.
- Improve our approach to compliance both in respect of policy, procedures and governance across all areas including the introduction of regular third party assurance.
- Develop our delivery strategy for energy improvements and carbon reduction emissions across our housing stock – ensuring a just transition to net zero carbon and an approach to mitigating all risks from climate change.
- Work with partners to improve digital connectivity in all our blocks and surrounding properties.
- Review how to best incorporate smart technologies to improve the lives of our residents and better inform us as to how assets are performing to help inform future investment decisions.
- Develop a strategic approach to the asset management of our garages, understanding viability, maximising income and exploring options where there is low demand.
- Consider how our garage sites will contribute to achieving Bristol's zero carbon targets. This will include exploring the feasibility of installing electric vehicle charging points within garage sites.
- Develop a proactive approach to the management of our shops, maximising income while ensuring a viable provision of important community services, exploring alternative options where there is low demand and introducing a minimum investment standard for shops and connected flats to be retained.
- Review all current leases, commercial opportunities and management arrangements relating to other commercial assets.
- Continue to monitor usage of community assets and review communal laundries, and develop an investment plan for community assets to be retained.

Key actions: Performance of our stock

- Develop systems to enable updating of data and information on an ongoing basis, allowing us to update our performance model at least every two years.
- Incorporate into our performance assessment the costs to deliver the city's zero carbon targets, and any new requirements on Decent Homes 2 and Building Safety as soon as information is available either in the form of new guidance from government, or as a result of further survey work.
- Develop our approach towards option appraising our stock with negative and marginal NPVs.
- Complete a programme of appraisals of poorly performing stock by the end of 2022.
- Review the social objectives and weighting applied.
- Review our approach to dealing with high repair cost voids, including acquireds, and ensure we make the best use of the asset and improve the NPV.

Key actions: Investment planning

- Follow our agreed investment planning methodology, and ensure we review and agree on an annual basis a one year, five year and 30 year investment plan.
- Monitor changes to the investment framework, and develop Bristol's response.
- Develop and procure a costed zero carbon investment programme.
- Review our business plan capacity and explore other funding streams to deliver our investment priorities.
- Benchmark in-house delivery costs against other providers and carry out a gap analysis of current skills and capacity.

Key actions: Review and monitoring

- Review compliance against the Regulator of Social Housing consumer standards in respect of asset management.
- Review and develop our approach to managing asset management related risk.
- Annual review of strategy.
- Full update of strategy by 2026.

Bristol City Council Equality Impact Assessment Form



Name of proposal	Asset Management Strategy 2020-2025
Directorate and Service Area	Housing & Landlord Services
Name of Lead Officer	Jonathan Williams/Alison Napper

Step 1: What is the proposal?

1.1 What is the proposal?

Background

The Asset Management Strategy introduces a strategic approach to the management of Housing & Landlord Services' stock of approx. 27,000 social rented homes and 1,700 leasehold properties. It identifies a number of areas of focus and identifies actions which aim to strengthen our approach to managing our assets, including dwellings, commercial units, garages and other non-dwelling assets and facilities effectively, whilst meeting the needs of our residents. The strategy focusses on the following key sections:

Demand & Resident Priorities – This brings together an understanding of the need and demand for our assets, based on an analysis of the population of Bristol, including projected population growth, its diversity, the type of properties in most demand, and the particular gaps in social housing provision. The strategy recognises the importance of ensuring our approach to Asset Management meets these needs, and identifies specific actions to understand the current and future needs of diverse groups and to assess the impact of current policies and approaches on these groups.

Our Homes – This section sets out our current housing provision, and identifies where we will strengthen our approach to asset management, including making the best use of our stock, developing new standards for investments for individual homes and blocks and their communal areas, energy performance and the safety of our homes as well as meeting forthcoming legislative and regulatory changes.

Performance of our stock - The strategy embraces our new approach of Active Asset Management which seeks to ensure that decisions with regards to future investment of our homes are made based on how the stock is performing. The

strategy identifies the need to develop a programme for the option appraisals for our stock that is performing poorly, and will be informed by an understanding of their social performance.

Investment Planning – The strategy links to the HRA Business Plan, and ensures that the investment in our existing stock is balanced with our plans for new build homes. 6 key investment priorities are identified which will ensure that we invest in our homes so that they are well maintained, warm, safe and attractive to residents.

A number of required actions and project are identified in each section, and these will be collated and incorporated into an Asset Management Strategy action plan.

Step 2: What information do we have?

2.1 What data or evidence is there which tells us who is, or could be affected?

We have data at a city wide level and this is referred to in the strategy. This relates to the demographics of the city, and includes the age of the population, BAME groups, languages spoken in the city, religions, and those with disability. The strategy refers to the need to take these factors into account when making strategic future decisions.

We also hold various data relating to the demographics of our tenants. Data from October 2019 told us that:

- The age of 98.7% of tenants is known, the largest age group are: 21.3% are 45-54 year olds and 24.0% of our tenants are aged over 65.
- The ethnicity of 93.49% of tenants is known, of those: 75.2% are White British (reduction from 77.2% in April 2017), the next largest ethnic groups are; 4.4% White-Other and 4.3% African Somalis.
- 28.8% of our tenants have told us that they have at least one disability. 11.0% of our tenants report mobility problems, 11.2% a long-term illness and 9.6% suffer from mental or emotional distress.

2.2 Who is missing? Are there any gaps in the data?

Further analysis will be completed based on up to date and relevant data to ensure that decisions made as part of the actions coming out of this strategy

are evidence based. In particular, the strategy sets out the following actions to strengthen our data and understanding:

- A coherent review of BCC housing needs data to inform new build and asset management strategy
- Work to enhance our understanding of the current and future analysis of diverse groups, and assess the impact of current policies on these groups.

2.3 How have we involved, or will we involve, communities and groups that could be affected?

A specific action identified is to increase our engagement with residents We will ensure our approach enables us to actively consult with those from diverse groups, particularly in developing standards for homes, blocks and estates.

Step 3: Who might the proposal impact?

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

This strategy will apply to the management of the Council’s entire council housing stock and other HRA assets, and asset management decisions coming out of this strategy will focus on strengthening our approach to maintaining and investing in homes of all residents including those from diverse groups.

Whilst we have not identified any direct negative impact from the proposal, if the existing needs of diverse groups are not adequately taken into account, or demographic changes are not taken into consideration, these groups could be adversely impacted.

Characteristic	Existing issues / considerations
All / general	<p><u>Community cohesion:</u> There are differences in our ability to achieve our social objectives in different parts of the City. We need to expand the scope of surveys to include external and communal areas, and identify areas where social sustainability is weak to take action through neighbourhood planning and asset management, alongside investment and regeneration of our existing homes.</p> <p><u>Fuel poverty and satisfaction with current accommodation:</u> Black, Asian and minority ethnic people, carers, young people, and single parents are less satisfied with the cost of heating their home than average in Bristol. These groups and disabled people are also less satisfied overall</p>

	with their current accommodation ¹ .
Age	<p><u>Children and young people:</u> Bristol's population is young compared to other cities of similar size. There is a need to supply more social rented property with one and two bedrooms, as well as accessible/adapted homes, and large (4+ bedroom) homes. We have a small number of homes (20) which provide specialist provision for younger people. We need more one bedroom properties suitable for move on provision.</p> <p><u>Older people:</u> Currently around ¼ of our tenants are aged 65+. Need for more accessible and adapted homes and homes to encourage downsizing. Although there is a strong need for accommodation suitable to older people we experience a lack of demand for some age-restricted housing schemes. We need to review our city wide provision for older people and work with our partners to improve our sheltered housing offer.</p>
Disability	<p>There is a need for more accessible and adapted homes. The incidence of illness and disability affecting people's housing requirements is projected to grow in Bristol over the next 20 years across all tenures. Currently 29% of our tenants have a known disability, with 11% reporting mobility problems.</p> <p>There are a range of needs for specialist accommodation from disabled aids and adaptations to temporary housing to meet specific circumstances. We currently have 6,697 homes which are adapted to meet the needs of disabled tenants and 95 homes for use as emergency or temporary accommodation.</p> <p>The SHMA states that around 10% of people with a long term disability who live in affordable housing need to move to a different property to meet their needs, and that about 8% need adaptations to their home. We currently have 115 people with a disability in Council property waiting for major adaptations. We spend over £2m a year on adapting our properties, with a further £500K spent on maintenance. 796 minor adaptations were completed in 2019/20 and a further 256 are awaiting assessment.</p>
Sex	Need to ensure that the needs of women in relation to housing and in particular women who are homeless or at risk of homelessness are understood and addressed. The housing needs of women fleeing domestic violence must be prioritized.
Sexual Orientation	Need to ensure there is proactive community engagement with LGBTQ+ organisations and representatives for any consultation or co-design related to this strategy. An estimated 5-7 per cent of the population are lesbian, gay or bisexual (LGB). Stonewall research indicates LGB people perceive unfavourable treatment in housing services. LGB people may have additional risk of being a victim of hate incidents and domestic abuse. We also need to ensure policy is not 'heteronormative' i.e. assumes people are living in traditional nuclear family units.

¹ Quality of Life in Bristol Survey 2019

Pregnancy/Maternity	As above we need to ensure there an adequate supply of a range of social rented property of different sizes to meet the changing needs of families, including young parents re. proportion of families living in one bedroom accommodation
Gender reassignment	Need to ensure there is proactive community engagement with LGBTQ+ organisations and representatives for any consultation or co-design related to this strategy. Trans people and people undergoing gender reassignment may experience social stigma and be vulnerable to harassment and 'hate crime' in their housing / communities.
Race	The age profile of Black Asian and minority ethnic population is much younger than the age profile of the Bristol population as a whole. We have data on the ethnicity of 93.49% of tenants. 75.2% are White British, and the next largest ethnic groups are 4.4% White-Other and 4.3% African Somalis. We need to take this into account in the type of housing and facilities that we provide. Ethnic minorities are more likely to live in overcrowded households (more people than bedrooms) and intergenerational households. The proportion of Bangladeshi, Pakistani, and black households experiencing overcrowding was 30%, 16%, and 12%, respectively, compared to 2% of white British households. Bangladeshi and Pakistani groups are more likely to live in multi-family households. In the South West, 70% of white British households own their home versus 40% of Black, Asian and minority ethnic households.
Religion or Belief	5% of the Bristol population and 8.5% of Council tenants are Muslim. ² We need to ensure that the needs of Muslims and other faith groups are taken into consideration in consultation and engagement for projects relating to this strategy.
Marriage and Civil Partnership	No impacts identified at this stage
Homelessness	Bristol has a high rate of homelessness. Bristol City Council has obligations to address this under the Housing Act 1996 and the Homelessness Reduction Act 2017. As a landlord, we provide temporary accommodation through the use of acquired properties with high void or repair costs. Our action to develop a greater understanding of need will inform the level and type of provision of temporary accommodation that is needed going forwards, and also how we can support the city's need for move-on accommodation.

3.2 Can these impacts be mitigated or justified? If so, how?

The strategy makes a commitment to adhering to the Equality Act 2010 and refers to the equalities groups defined within this act. It recognises the importance of reducing socio-economic inequalities when making strategic decisions, and commits to continuous monitoring to ensure that our asset

² Source: The Population of Bristol, April 2020, Bristol City Council and Equalities Profile June 2020

management decisions minimise any possible negative impact on diverse groups.

We will work to progress the areas of work identified in the strategy, whilst seeking to minimise the impact on protected groups.

The strategy identifies a specific action to enhance our understanding of the current and future analysis of diverse groups, and to assess the impact of current policies on these groups. We will ensure that our commitment to ensure that Equality & Diversity is embedded within any key strategic decisions arising from this strategy.

3.3 Does the proposal create any benefits for people with protected characteristics?

The strategy intends to strengthen our approach to asset management for all of our residents to ensure our homes are well maintained, warm, safe and attractive to residents. It also seeks to provide homes and services that meet the diverse needs of communities.

The strategy specifically identifies an area of work to understand the potential impact of people with protected characteristics and seeks to address these as indicated above.

3.4 Can they be maximised? If so, how?

Increasing engagement with residents specifically from these groups will strengthen our ability to understand the potential impact of policies and decisions.

The results of customer survey data for groups with protected characteristics will be analysed when progressing projects identified as part of the action plan.

Step 4: So what?

4.1 How has the equality impact assessment informed or changed the proposal?

The EQIA has reinforced the need to ensure that the needs of diverse groups must be taken into account when implementing actions arising from this strategy.

It has also reinforced the need to ensure that as part of our consultation approach that we actively engage with residents from diverse backgrounds about decisions that may adversely impact them.

4.2 What actions have been identified going forward?

Where necessary, we will ensure that tenant satisfaction data relating to diverse groups is analysed for specific projects and when making strategic asset management decisions relating to this strategy.

We will ensure that we are taking into account the needs of diverse groups whilst working to increase our engagement with residents through more detailed satisfaction surveys and consultation on Asset Management policies & procedures.

We will complete EQIAs for specific projects arising from the AMS action plan that could adversely impact residents from diverse groups to demonstrate that that their needs have been considered.

We will continue to consider the needs of specific communities in the delivery of repairs and maintenance projects, especially when embarking on major schemes.

4.3 How will the impact of your proposal and actions be measured moving forward?

We will ensure ongoing monitoring of resident feedback through more detailed satisfaction surveys identified as part of our approach to increase our engagement with residents.

We will carry out ongoing equalities monitoring and impact assessments for specific projects.

Service Director Sign-Off:



Date: 20/10/2020

Equalities Officer Sign Off:

Reviewed by Equality and Inclusion Team

Date: 6/10/2020

Eco Impact Checklist

Title of report: Asset Management Strategy 21-26

Report author: Jonathan Williams

Anticipated date of key decision Cabinet December 2020.

Summary of proposals: The Asset Management Strategy introduces a strategic approach to the management, maintenance and investment of Housing & Landlord Services' stock of approx. 27,000 social rented homes and 1,700 leasehold properties over the next 5 years. It identifies a number of areas of priority and actions for existing stock.

Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	-ve	<p>There will be ongoing impacts from managing assets and the operation of BCCs housing stock- i.e. CO2 will be emitted in the maintenance and operation of our assets, including from any new homes that are not built to a zero carbon standard – for example through transport and materials specified, and heat and power used by tenants, and disposal of the buildings/components at their end of life.</p> <p>The strategy sets out the priority of contributing to the delivery of the 2030 carbon neutral city and is committed to retrofitting, improving energy performance and reducing CO2 emissions. EPC level C and zero carbon will be targeted for all homes by 2030. The strategy also commits</p>	<p>The Asset Management Strategy commits to developing a delivery strategy for energy and carbon emissions reduction across our housing stock to target carbon neutrality by 2030 in line with the Climate Emergency Declaration and the Mayors Climate Emergency Action Plan.</p> <p>It will include:</p> <ul style="list-style-type: none"> - regular monitoring and review of carbon emissions, and detail of how this will be used to inform CO2 reduction measures - measures to reduce operational CO2 emissions - measures to reduce embodied CO2 emissions, including at end of life. - detail of how the building performance assessment and options appraisal frameworks will be amended to factor in CO2 emissions reduction.

			<p>to embedding the aim of reducing carbon emissions into the building performance assessments and options appraisal framework.</p> <p>Detail setting out how this will be achieved will need to be provided in proposed delivery strategy for energy and carbon emissions reduction (see mitigation measures in next column)</p>	
Bristol's resilience to the effects of climate change?	Yes	<p>-ive</p> <p>Homes are subject to the following effects of climate change:</p> <ul style="list-style-type: none"> - Flood risk - increased temperatures, heat waves, overheating and increased energy demand for cooling, - drought & water scarcity, - increased frequency and severity of storms 	<p>The strategy commits to developing an approach for ensuring the housing stock is resilient to the effects of climate change. Further detail will need to be provided (see mitigation measures in next column).</p>	<p>The strategy commits to developing an approach/strategy for ensuring the housing stock is resilient to the effects of climate change, including:</p> <ul style="list-style-type: none"> • Building inspections and risk assessments including a review of flood and overheating risk, logging weather damage that needs rectifying. • Recording the impacts of hot weather on the estate including building cooling demand and occupancy comfort. • Plans for building upgrades including measures to improve climate resilience e.g. flood protection, solar shading/glazing, water efficiency measures etc. • Identifying opportunities to install climate
		<p>+ive</p>		

				<p>resilience measures alongside other planned maintenance works to reduce costs.</p> <ul style="list-style-type: none"> • Business continuity plans including controls to minimise the disruption of severe weather • Ensuring any works undertaken to reduce energy demand and CO2 emissions do not have any unintended consequences relating to climate resilience
Consumption of non-renewable resources?	Yes	-ive	There will be ongoing consumption of non-renewable resources from managing assets and the operation of BCCs housing stock including fossil fuel use for transport, specification of non-renewable materials, non-renewable heat and power used by tenants, and for energy used to dispose of the buildings/components at their end of life.	As above under 'Emission of Climate Changing Gases', a delivery strategy for energy and carbon reduction will be produced.
		+ive	As above under 'Emission of Climate Changing Gases'.	

Production, recycling or disposal of waste	Yes	-ive	Waste will arise during the delivery of maintenance and investment works	<p>Contractors and Direct Labour are required to take responsibility for their waste, including adhering to the waste duty of care and waste hierarchy by:</p> <ul style="list-style-type: none"> ● Reducing waste ● Reusing waste where legal and practicable ● Using products which are readily recyclable. ● Recycling as much waste as possible <p>Hazardous waste is stored and disposed of in a legally compliant manner.</p> <p>Where appropriate contract documents promote the recycling of scrap metal, with any income returning to Bristol City Council.</p>
The appearance of the city?	Yes	+ive	The strategy sets out our commitment to ensuring our properties are well maintained and attractive to residents. It seeks to strengthen our approach to investment and improve the appearance of our homes, blocks and communal areas.	
Pollution to land, water, or air?	Yes	-ive	Works delivered under this budget are likely to involve the use and storage of materials that could contaminate land, watercourses and surface water drains,	Contractors and Direct Labour are required to work in accordance with all relevant regulatory guidance and also ensure appropriate procedures and equipment are in place

			<p>if accidentally released.</p> <p>Works are likely to create dust and noise.</p> <p>Transport to deliver works will create air pollution.</p>	<p>to:</p> <ul style="list-style-type: none"> ● Securely store any potentially polluting materials and keep them away from watercourses and surface water drains. ● Avoid washing out containers of paint and similar materials into drains. ● Ensure correct foul sewer connections are made, rather than to storm drains. ● Reduce dust. ● Reduce noise pollution. ● Contain any spills. <p>Homes and Landlord Services build on previous progress made to programme works in a manner which reduces the transport impacts of staff and contractors.</p>
Wildlife and habitats?	No		<p>It is possible for, construction materials associated with maintaining and investing in our homes to:</p> <ul style="list-style-type: none"> ● Impact upon legally protected species or habitats ● Impact on priority species or habitats ● Remove or damage trees. 	<p>Where works have the potential to disturb protected species or impact upon their habitat, guidance from a suitably experienced and qualified ecological consultant will be sought and followed at the earliest opportunity.</p> <p>Any works requiring Planning Permission will be reviewed by a Council Ecologist as part of the Planning process.</p> <p>Wherever possible existing trees will be retained and works affecting these trees will</p>

				be undertaken in accordance with “BS 5837: Trees in relation to design, demolition and construction – Recommendations”
--	--	--	--	--

Consulted with:

Amy Harvey

Summary of impacts and Mitigation - to go into the main Cabinet/ Council Report

The significant impacts of this proposal are...

The strategy provides an overall strategic approach to how Housing & Landlord Services will manage and maintain its assets over the next 5 years. Works to invest and maintain our homes to the required standard will ultimately have an environmental impact.

The strategy reflects the need to use our asset performance data to target works where most required on our housing stock. The strategy also identifies our commitment to make council properties energy efficient and reduce carbon emissions. EPC level C and zero carbon will be targeted for all homes by 2030. The detail of how this will be achieved will be set out in a delivery strategy for energy and carbon emissions reduction

The proposals include the following measures to mitigate the impacts...

A number of mitigation measures are included in the main ECO Impact Checklist above. In addition, the following mitigation measures will also be implemented to any maintenance or improvement work completed to our stock.

- Sustainability Appraisal will be completed as part of any procurement process.
- Housing & Landlord Services will liaise with BCC’s Environmental Performance team during the development of specifications etc and in the development of the delivery strategy for energy and carbon emissions reduction.

The net effects of the proposals are

Overall positive due to the commitment to energy performance and retrofitting housing to improve energy performance, and reduce carbon, however further detail of the exact proposals will need to be provided to fully assess benefits.

Checklist completed by:

Name:	Jonathan Williams
Dept.:	Housing & Landlord Services
Extension:	07795 333 673
Date:	01/10/2020
Verified by Environmental Performance Team	Amy Harvey

Decision Pathway Report



PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 December 2020

TITLE	Redcliffe Bascule Bridge Refurbishment	
Ward(s)	Central	
Author: Chris Dooley	Job title: Bridges and Highway Structures Team Manager	
Cabinet lead: Cllr Kye Dudd	Executive Director lead: Stephen Peacock, Growth & Regeneration	
Proposal origin: BCC Staff		
Decision maker: Cabinet Member		
Decision forum: Cabinet		
Purpose of Report:		
<ol style="list-style-type: none"> 1. To advise that Tenders were returned on 14th August with four valid Tenders for BCC procurement evaluation. Tender evaluation and moderation was completed by the 24th August and the Tender Report was issued for approval on the 10th September and is now waiting Executive Director Signature to allow process to proceed further. 2. To further advise that Notification to Bidders was due to be given on the 18th September with a Standstill period expiration due on the 25th September. Subject to contract award approval being granted, the current programme was to proposed to have been awarded of Contract on the 16th October, with the Contract period being programmed from the 19th October to completion on the 18th February 2022. These dates have now slipped and will require updating as soon as Cabinet approval has been received. The Tenders will remain valid for a total of 180 days to the 10 February 2021, thereafter, BCC would need to fully retender the full Contract again potentially increasing ongoing costs and further associated COVID-19 risk etc. 3. The total budget for the Project was £3,000,000.00. However with taking into account capital expenditure on this Project to date, will now leave the Project budget in a deficit of <u>£276,100.00</u>, without any Contingency allowance. A suggested additional 40% would require a further <u>£960,000.00</u>. This was reported in previous Decision Pathway Report on the 30th September. Further QRA clarity was requested on this matter. 4. To further update Cabinet of the findings of the recent instructed updated QRA undertaken which now indicates that the additional contingency allowance for the Project could potentially be reduced to £593K (25%) with the existing £276,100 deficit, making the revised shortfall £869,100 with a reduced contingency allowance of 25% from 40%, which in itself introduces a risk by virtue of the reduction of contingency allowance. 5. To advise that the existing bridge “nose bolt deck locking arrangement”, is now being made obsolete and is being replaced with a new bespoke deck span clamping arrangement, which is a new additional requirement for this Project. 6. To further advise that currently due to current Programme slippage that the new structural requirement as explained in item 5. above (new clamping arrangement), will require the full closure of Redcliffe Bridge to all traffic, including pedestrians/cyclists for a period of <u>10 week, during September/October 2021</u>, during the proposed clamping installation Works, with resultant full project completion of all refurbishment work now being extended to <u>March 2022</u>. This may be further at continuing ongoing risk due to Procurement/programme slippage. Refer to Appendix B for Current Works Programme. 7. To advise that BCC Strategic City Transport Team have now provided a revised approved Traffic Diversion Route solution during the Redcliffe Bridge closure as well as also accommodating other traffic control measures as mentioned in item 6, above. This proposed diversion route for Redcliffe Bridge works has been approved, whilst also considering and coordinating with the ongoing COVID-19 measures within the City, the Bristol Experimental Traffic Order Project as well as other Capital Transport Projects, and as well as the District Heating Project. The Redcliffe Bridge proposed diversion route is now shown on Appendix C for the approved Diversion Route to facilitate the Works. 8. To advise that there is now a request for two or more vessels to leave their Welsh Back Moorings in January 2021. 		

Currently as there is no Contract in place, the lifting of the Bascule span would need to be undertaken on a Risk Based basis as done in previous lifts. This will need traffic to be diverted via Bristol Bridge, which is currently closed to general traffic under an ETRO and both vessels out to dry dock and also the return to Welsh Back mooring.

9. BCC Legal Advice has been sought to determine if the Traffic Management diversion route across Bristol Bridge can be done (January 2021), during the ETRO Consultation period, and what would be the legal implication of this in relation to the existing ETRO. This has now been confirmed by BCC that this will not have an impact on the existing ETRO on Bristol Bridge.

Evidence Base:

Full Council meeting on 20 February 2018 approved £3.00m (PL09) Capital Budget allocation over the following two financial years. Final approval was granted in September 2018 to spend the remainder of the approved allocation to undertake full structural, mechanical and electrical (M&E) refurbishment to Redcliffe Bridge.

Detailed design and the associated structural assessment undertaken in 2019 has now shown that the existing locking nose bolt" clamping down arrangement for the bridge deck at the front "nose end" cannot now be successfully refurbished, for structural and "operational performance" reasons and will consequently need to be totally removed and a more robust new "bespoke" clamping down mechanism system installed to lock the bridge deck into position to remove the bouncing and rebounding" characteristics experienced by motorists on this particular bridge.

The removal of the existing nose bolts and the construction and installation of the new "holding down" clamping set up arrangement will now require the bridge deck to be lifted up in the fully open upright position, closing it off to all vehicular traffic and pedestrian/cycling traffic, under a pre-approved TM diversion route (agreed by BCC Network Management).

The original Cabinet decision in 2018 was initially based on the technical advice and knowledge we had at that time, with the original expectation that most of the structural refurbishment work could be undertaken from underneath and from within the inside of the structure, whilst the bridge remained open to vehicular traffic, any only requiring planned programmed lifts for commissioning purposes, minor works minor adjustments etc. This is now not the case for the reasons now given above.

Background

Justification for the use of the newly proposed "holding down" clamping arrangement and the removal of the existing nose bolts can be briefly summarised as follows:

- The bridge currently bounces under traffic loading (especially HGV's and buses), resulting in a noise and vibration nuisance to local residents and businesses and ongoing damage to the front of bridge deck and bearing plate.
- The bridge is currently "driven down" by the BCC Docks Bridge Operator until it hits the landing bearings. The bridge operator alone decides when to stop driving the bridge, based mainly on experience and "feel" alone.
- The new system will automatically lower the bridge until it is almost down and then the hydraulic new clamps will take over and pull the bridge onto the abutment bearing landing shelf. The system will be fully automated removing the risk of operator error and possible structural overloading of mechanism during operation.
- The structural assessment has shown that the bridge is under at least 10 tonnes of uplift reaction force at the nose end under traffic loading which causes the bouncing effect. The assessment has also shown that the bridge girder beams cannot fully resist the local effects of this force. The proposed new clamping arrangement will include stiffening of the bridge girders at the support and will address the structural, rebounding and noise issues.
- The installation of the newly proposed "holding down" clamping arrangement and the removal of the existing nose bolts will require that the bridge span is fully opened in the upright position, with Redcliffe Bridge closed to all, hence the requirement for an approved diversion route as described in items 6 and 7 on previous page.

Known Project Expenditure and Finance and Current Programme Forecast

The current Project Highlight design programme is now forecasting a delayed actual Contract commencement date of November 2020 at the earliest, clearly now missing the road closure May to July 2020 window dates. Summary of October 2020 forecasted expenditure for the full Project is now as follows (See Appendix A for details) :

• Financial Year 2018-2019	£143,484.00	Committed and spent from PL09 Capital Budget allocation.
• Financial Year 2019-2020	£266,094.00	Committed from PL09 Capital Budget allocation.
• Financial Year 2020-2021	£395,976.00	Not yet committed, Awaiting award of Contract in 2020
• Financial Year 2021-2022	£3,469,277.00	Not yet committed, as Contract has yet to be awarded.
Total		£4,234,831.00 Current Forecast Expenditure (£4.235M)
		£3,000,000.00 Full Budget Allocation (PL09)
Forecasted Deficit		£1,234,831.00 As of November 2020 (£1.235M)

Previous Reported Capital Project shortfall prior to QRA assessment was £276,100 from Tender submission without any contingency allowance and **£960,000** if we allow a reasonable sum (**40%**) for contingency/risk. Therefore total additional Capital Funding deficit shortfall was originally reported was **£1.235 million**.

Supplementary Revised Updated QRA Assessment Findings (Undertaken on 22nd October 2020)

- Professional Fees = £633,000 (design fees to date + estimate of future supervision costs)
- Test Lifts during design phase = £26,100
- Additional TM works = £175,000 (Estimate produced by BCC Engineering Practise)
- Hire of Site compound = £44,000
- Tender figure = £2,398,000
- **Sub Total = £3,276,100**
- Updated revised QRA Mean Risk Assessment = **£593,000 (approx. 25% of tender value)**
- **Revised Project Total = £3,869,100, (with 25% Contingency of Tender value)**

Summary:

Still £276,100 over allocated Capital budget without any contingency allowance and an updated QRA Mean Risk contingency allowance of **£593K** (25%) contingency/risk. Total additional Capital Funding deficit is therefore now **£869,100**, which has therefore reduced by £365,900 from the original forecast, although it must be understood the contingency would be reduced from 40% to a Mean Risk Allowance of 25% in line with QRA protocols. Refer to Appendix A for revised Risk Register.

Remaining Risks to Project

Budget Overspend:

Tender value exceeds Capital Budget Allocation (PL09). Painting of main span has already been removed from the scope. Further opportunity to reduce the scope of the works is limited. A contingency/risk allowance of 40% is therefore recommended, although a reduced contingency of 25% in line with the updated and revised QRA would also be acceptable, but increased risk.

Harbour Cable

BCC have attempted to get a quote to install a duct under the Floating Harbour in advance of the works. Initial discussions were held with Select Electrics before staff were furloughed. Responsibility for the cable was transferred to tenderers, but they have advised that there was insufficient time to price this item. Tenders include a Provisional Sum of £20,000 but could be significantly more. Select Electrics advised that a recent duct only cost £5,000, but Jacobs are concerned that this is not to current standards. A specialist item that needs external input to provide a better estimate. Further justification for 40% contingency/risk allowance.

Traffic Diversion Route

Tender prices include for the temporary diversion of traffic over Bristol Bridge. Following the closure of Bristol Bridge, the diversion route is now more complicated and requires some advance junction improvements and enabling works. These items were not included in the original budget. These will need to be implemented to a tight programme in order to meet the programmed September/October 2021 bridge closure dates. Note – September/October closure was advised by BCC Network Management prior to COVID-19 restrictions and changes to Bristol Bridge etc. These dates may not be still applicable/fixed given changes to traffic flows post COVID-19 traffic changes. BCC Network Management to advise.

Redcliffe Wharf & District Heating

Works will be on site at the same time as Redcliffe Wharf development. BCC is also planning to utilise Redcliffe Bridge TM to install District Heating. Programme and interface issues to be efficiently managed.

Thruster Brakes

Tender price includes for testing of existing thruster brakes. Principal Designer has assumed that these are okay, but if repairs or replacement are required there will be a cost implication. Early engagement with contractor is advised.

COVID-19

Programme required to meet agreed road closure period is very tight. Delays due to COVID-19 restrictions will increase the risk if works over run. A significant portion of the works are inside the bridge. Social distancing may be difficult and could slow works progress. However, the lead content in the existing paint may require site personnel to wear a higher level of PPE reducing the risk of COVID transmission. This level of risk is yet to be determined.

Docks Resources

The bridge will need to be operated by Docks staff during the works. Availability of Docks staff could affect the Works programme. Docks have made some arrangements for a recently retired member of staff to assist, but this remains a risk.

Technical Approval

Contractor designed elements will require approval from BCC and Jacobs (Principal Designer). Temporary works and Harbour Cable will require approval by the Environment Agency and the Harbour Master. Programme delivery is dependent on prompt responses and ultimately gaining the required approvals.

Electrical Testing

The Principal Designer has advised that an Electrical Test Certificate should be provided by the building owner (BCC) prior to the works commencing. Docks do not have a current valid test certificate. BCC attempted to arrange for testing during the tender period, but Select Electrics staffs were unfortunately furloughed. It is probably easier for the Principal Contractor to arrange this during the Contractor design period, but this can't be discussed until the Principal Contractor is appointed.

Cabinet Member / Officer Recommendations:

That Cabinet:

1. Approve the contract award to enable the Contract Programme dates to be implemented in relation to Redcliffe Bridge closure and to implement the approved Traffic Management Diversion Route in late summer 2021.
2. Note the new structural requirement to install the new holding down clamping system to replace the older existing nose bolt locking system due to structural and operational reasons
3. Note the requirement to fully close Redcliffe Bridge for 10 weeks during Sept - November 2021 timeframe window.
4. Note the delayed design Programme and actual on site commencement date to April 2021 and consequent delayed completion date for the full refurbishment Scheme to March 2022.
5. Note the new consequential Traffic Management diversion, whilst the works are being undertaken for the times it will be required. i.e. 10 weeks during September - November 2021 timeframe window.
6. Approve the additional estimated Capital Budget expenditure of £1,235 million (40%), to complete the full Project and to cover all identified risks listed within the report.
7. Authorise the Executive Director: Growth and Regeneration in consultation with the Cabinet Member for Transport and Energy, the Green New Deal, Clean Air Zone planning to take all steps required to allocate the additional Capital budget expenditure of £1,235 million to complete the full Project.

Corporate Strategy alignment:

Redcliffe Bascule Bridge Refurbishments

The corporate strategy objectives of this specific project would be fulfilment of some of the corporate strategic themes with regard to Wellbeing, well connected and business as usual. The scheme will also fulfil the Councils main statutory duties, as Local Highway Authority and as the Harbour Authority, in both cases.

City Benefits:

Refurbishment works will allow the bridge to continue to operate in an effective manner, meeting the Council's statutory duty, obligations. It would also address the concerns of Corporate Council Insurers, in regard to providing related corporate insurance cover for the operational aspect of the bridge.

It will reduce the risk of lifting failure when the bridge is opened, which could affect the operation of the surrounding highway network, including Metrobus. It will reduce risk of any financial claims from owners of vessels in the Floating Harbour, who require constant notifiable maritime access in accordance with the legalisation. It will reduce risk of increased repair costs and operational costs due to attendance and additional mitigation measures, should there be significant delay in undertaking refurbishment work. Significant investment in updating the operational aspects of the bridge will produce overall future operational savings and performance reliability, as well as a reduction in staff resources currently needed to ensure bridge lift. It also makes the waterfront upstream more marketable for BCC.

Consultation Details:

The Cabinet Member for Transport, Executive Director for (G&R) and Ward councillors have been briefed

The Harbourmaster will be consulted and involved in the scheme developments.

The EA will require details of the proposed activities, and will require to approve the appropriate Consents.

Frontagers and local businesses will be informed of any significant traffic management that affects the local network.

MetroBus, First Bus and relevant Emergency Services and relevant Stakeholders will also be kept up-to-date.

Revenue Cost	n/a	Source of Revenue Funding	n/a
Redcliffe Bridge Capital Costs (PL09)	£3.00m (from a £3.35m allocation under the approved capital programme)		The scheme is funded by prudential borrowing under the Approved Capital Programme (PL09).
One off cost <input checked="" type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:

1. Finance Advice: The latest capital requirement estimate is that the project will cost £4,235,300 when applying a 40% contingency to the base cost. This is an increase of £1,235,300 to the approved budget. Although a lower contingency of 25% can be applied, it would not be prudent to estimate 25%. Therefore finance consider that there is a capital funding shortfall of £1.235m. Finance recommend that this is funded by:

£436k redirection of underspend on PL22 - 'Strategic Property - Investment in existing waste facilities'
£799k redirection of PL10 - 'Highways & Traffic Infrastructure - General'

PL22 is forecast to underspend over the project lifetime, so it is recommended the underspend is redirected.

PL10 is for infrastructure maintenance. This will create a potential future funding pressure, but the future spend is not committed. Therefore, G&R must undertake a capital prioritisation exercise in the immediate future to identify any further funding priorities for highways infrastructure.

Finance Business Partner: George Palmer

Date: 20/11/2020

2. Legal Advice: All procurement activities associated with the works will need to comply with the Public Contracts Regulations 2015 (so far as necessary) and the Councils own procurement rules. Legal Services will provide support on the appropriate contract documentation.

Legal Team Leader: Eric Andrews,

Date: 23/11/2020

3. Implications on ICT: There are no identifiable IT implications in these initiatives."

ICT Team Leader: Simon Oliver ,

Date: 23/11/2020

4. HR Advice: "No HR implications"

HR Partner: James Brereton

Date: 23/11/2020

EDM Sign-off	Stephen Peacock	TBC
Cabinet Member sign-off	Kye Dudd	23 November 2020
Mayor's Office	Mayor's office	23 November 2020

Appendix A – Updated QRA Risk Register	YES
Appendix B – Revised proposed Works Programme	NO
Appendix C - Approved Diversion Route	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment and Checklist of PR	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Combined Background paper	NO
Appendix J – Exempt Information	NO
Appendix K – HR advice	NO
Appendix L – ICT	NO
Appendix M – Redcliffe Bascule Bridge Location Plan and condition photographs	NO
Appendix N - Redcliffe Bridge M & E Assessment Report by CH2M 2017	NO

QRA Risk Register for Redcliffe Bridge Refurbishment

Rev: V1
Scheme: Redcliffe Bridge Refurbishment
Milestone: Construction Phase
Commitment: £3,276,100.00

Oct-20

1 = Almost Certain	95.0%
2 = Likely	50.0%
3 = Possible	25.0%
4 = Unlikely	12.5%
5 = Rare	5.0%

QRA Ref	Description	Category	Mitigation owner	Support	Before Treatment					Risk Approach (Avoid, Accept, Reduce, Transfer)		After Treatment - Residual Risk					DATE OF CLOSURE	DATE OF UPDATE	STATUS
					Impact			Prob.	RAG	Treatment Type	Mitigation Measures	Impact			Prob.	RAG			
					Cost	Time	Perf	Rating	Cost			Time	Perf	Rating	RAG				
Risk 001	Failure of bridge during opening or closing. Delay project. Disruption to traffic	CONSTRUCTION	BCC	Jacobs	H	M	M	L	2.33	Reduce	Minimise lifting. Bridge can be manually lowered unless defect is serious.	M	M	M	L	2.00		14/10/20	Open
Risk 002	Underestimation of Professional Fees	MANAGEMENT	BCC	Jacobs	L	L	L	M	2.00	Accept	Professional fees are estimated based on pro-rata from Cumberland Road	L	L	L	M	2.00		20/10/20	Open
Risk 003	Increased unforeseen costs to offsite traffic management. Bristol Bridge closed. Alternative route designed by Jon Sawyer but excludes contingency.	CONSTRUCTION	BCC	Jacobs	L	L	L	M	2.00	Accept	Use ETM Framework rates.	L	L	L	M	2.00		20/10/20	Open
Risk 004	Design Changes																		
Risk 004 A	A - Steelwork Repairs - Increased quantity	CONSTRUCTION	BCC	Jacobs	H	M	M	H	7.00	Accept	Accept and Manage. Quantity might double. Contingency required.	H	M	M	H	7.00		14/10/20	Open
Risk 004 B	B - Concrete Repairs - Increased quantity	CONSTRUCTION	BCC	Jacobs	H	M	M	M	4.67	Accept	Accept and Manage. Quantity might double. Contingency required.	H	M	M	M	4.67		14/10/20	Open
Risk 004 C	C - Waterproofing/Joints - Deck might require repairs prior to waterproofing.	CONSTRUCTION	BCC	Jacobs	L	L	L	M	2.00	Accept	Accept and Manage. Contingency required.	L	L	L	M	2.00		14/10/20	Open
Risk 004 D	D - Roads, Pavings, Drainage	CONSTRUCTION	BCC	Jacobs	L	L	L	L	1.00	Accept	Accept and Manage. Contingency required.	L	L	L	L	1.00		14/10/20	Open
Risk 004 E	E - Other Civils. Kerb detail over bridge is poorly defined.	CONSTRUCTION	BCC	Jacobs	L	L	L	M	2.00	Accept	Accept and Manage. Contingency required.	L	L	L	M	2.00		14/10/20	Open
Risk 004 F	F - Nose Clamping System	CONSTRUCTION	BCC	Jacobs	M	M	M	M	4.00	Accept	Accept and Manage. Contingency required.	M	M	M	M	4.00		14/10/20	Open
Risk 004 G	G - Remove Gate and Replace with Rising Arm. Risk that rising arms won't fit.	CONSTRUCTION	BCC	Jacobs	M	M	M	M	4.00	Accept	Accept and Manage. Contractor design to be completed early in the contract to avoid delay.	M	M	M	M	4.00		14/10/20	Open
Risk 004 H	H - Motors - Refurbishment or repair to 1 or 2 motors required following inspection	CONSTRUCTION	BCC	Jacobs	L	L	L	M	2.00	Accept	None. Jacobs report suggest low risk.	L	L	L	L	1.00		14/10/20	Open
Risk 004 I	I - Gear Box - Repair or replacement required following inspection	CONSTRUCTION	BCC	Jacobs	L	L	L	M	2.00	Accept	None. Jacobs recommendations are already included in tender price.	L	L	L	L	1.00		14/10/20	Open
Risk 004 J	J - Brakes - Repair or replacement required following inspection	CONSTRUCTION	BCC	Jacobs	L	L	L	L	1.00	Accept	None. Jacobs report suggest low risk.	L	L	L	L	1.00		14/10/20	Open
Risk 004 K	K - Harbour Cable	CONSTRUCTION	BCC	Jacobs	H	M	M	H	7.00	Accept	Early engagement with contractor	H	M	M	H	7.00		14/10/20	Open
Risk 004 L	L - Other M&E items	CONSTRUCTION	BCC	Jacobs	L	L	L	M	2.00	Accept	None. Contingency required.	L	L	L	M	2.00		14/10/20	Open
Risk 005	Covid -19. Unavailability of resources, primarily people but also Plant and Materials or Equipment.	CONSTRUCTION	BCC	Jacobs	M	M	M	H	6.00	Accept	Social distancing measures implemented on site. Early procurement of materials	M	M	M	H	6.00		14/10/20	Open
Risk 006	Delay in obtaining an Environment Permit for the Temporary Works.	CONSTRUCTION	PC-BCC	Jacobs	L	M	L	M	2.67	Reduce	Early engagement	L	M	L	M	2.67		14/10/20	Open
Risk 007	Availability of Docks resources to operate bridge	CONSTRUCTION	BCC	PC	L	M	L	M	2.67	Reduce	Docks have arranged for retired personnel to operate bridge. Risk increases if project is delayed.	L	M	L	M	2.67		14/10/20	Open
Risk 008	Potential for asbestos containing materials.	ENVIRONMENT	BCC	Jacobs	M	M	L	M	3.33	Accept	Initial surveys have been carried out. Contractor to inspect and advise at earliest opportunity.	M	M	L	M	3.33		14/10/20	Open
Risk 009	Risk of discovering unknown live or abandoned utilities, including clashes between utilities	CONSTRUCTION	BCC	Jacobs	L	L	L	M	2.00	Reduce	Undertake statutory inquiries, GPR, trial pits, CAT scan by contractor	L	L	L	M	2.00		14/10/20	Open
Risk 010	Risk of Flooding of the site and/or site compound area.	CONSTRUCTION	PC-BCC	Jacobs	M	L	L	L	1.33	Reduce	Effective planning, early planning	M	L	L	L	1.33		14/10/20	Open
Risk 011	Extreme weather events cause cost and delay to project	CONSTRUCTION	BCC	Jacobs	L	L	L	M	2.00	Reduce	Accept and manage. High winds could delay bridge lifts. Rain could delay painting and waterproofing.	L	L	L	M	2.00		14/10/20	Open
Risk 012	Risk of missing TTRO dates resulting in delay to programme	CONSTRUCTION	BCC	Jacobs	L	L	L	H	3.00	Reduce	Delay in awarding contract will push back date of road closure, but this is unavoidable and within Highways remit to accept.	L	L	L	H	3		14/10/20	Open
Risk 013	Delay due to other works in the area. Redcliffe wharf and District Heating	CONSTRUCTION	BCC	Jacobs	L	L	L	L	1.00	Reduce	Early engagement with stakeholders.	L	L	L	L	1.00		14/10/20	Open
Risk 014	Noise pollution/air quality impacts affect sensitive receptors leading to additional cost of mitigatory measures, e.g. additional noise barriers	ENVIRONMENT	BCC	Jacobs	L	L	L	M	2.00	Reduce	Environmental surveys	L	L	L	L	1.00		14/10/20	Open
Risk 015	Noise, dust, vibration and other disturbances to public and other contractors working in the vicinity cause additional cost and delay	CONSTRUCTION	BCC	Jacobs	L	L	L	M	2.00	Reduce	Coordination meetings with Contractors working in the vicinity and BCC	L	L	L	L	1.00		14/10/20	Open
Risk 016	Protected species causes delay and additional costs	ENVIRONMENT	BCC	Jacobs	L	M	L	L	1.33	Accept	Bridge is a moving structure, Likelihood of protected species is low.	L	M	L	L	1.33		14/10/20	Open
Risk 017	Protestors on site preventing works from going ahead and causing delays and/or bad publicity	CONSTRUCTION	BCC	Jacobs	L	L	L	L	1.00	Reduce	Accept. BLM and Extinction Rebellion protests are possible but tend to be short duration.	L	L	L	L	1.00		14/10/20	Open
Risk 018	Risks around interfaces with general public. Vandalism could result in costs (to the contractor) and delays.	CONSTRUCTION	Contractor	Jacobs	L	L	L	L	1.00	Reduce	Ensure site is secure with good signage and information on construction publicly available.	L	L	L	L	1.00		14/10/20	Open

Likelihood	Financial Impact			Delay Impact				Mean Risk (£k)	£593
	Min (£k)	Max (£k)	Likely (£k)	Min (mths)	Max (mths)	Likely (mths)	Delay Cost (per month)		
12.5%	50	250	100	0.25	1	0.5	45	17	3
50.0%	0	100	50	0	0	0	0	25	0
50.0%	0	70	35	0	0	0	0	18	0
95.0%	0	45	25	0	2	1	45	22	43
95.0%	0	33	20	0	2	1	45	17	43
20.0%	5	20	10	0	0.5	0.25	45	2	2
12.5%	5	20	10	0.25	0.5	0.25	45	1	2
95.0%	5	25	15	0.25	0.5	0.25	45	14	14
25.0%	10	50	20	0.25	1	1	45	7	8
50.0%	20	100	50	1	2	1	45	28	30
10.0%	5	21	5	1	1	1	45	1	5
5.0%	0	5	1	0	0.5	0	45	0	0
25.0%	5	25	5	0	1	0	45	3	4
75.0%	10	80	30	0	2	1	45	30	34
50.0%	10	100	50	1	1	1	45	27	23
30.0%	0	250	100	0	6	3	45	35	41
25.0%	0	0	0	0.5	2	1	20	0	6
25.0%	5	20	10	0.25	1	0.5	45	3	7
10.0%	10	30	20	1	1	1	45	2	5
12.5%	10	50	20	0.25	1	1	45	3	4
5.0%	10	20	10	0.25	0.5	0.25	45	1	1
20.0%	0	0	0	0.25	0.5	0.25	45	0	3
100.0%	0	0	0	0	0	0	45	0	0
25.0%	0	0	0	1	1	1	45	0	11
12.5%	1	5	2	0	0.25	0.25	45	0	1
5.0%	1	5	2	0	0.25	0.1	45	0	0
5.0%	0	0	0	1	6	3	45	0	8
25.0%	0	0	0	0.1	0.25	0.1	45	0	2
25.0%	0	5	2.5	0.25	1	0.5	45	1	7

Page 413

Risk 019	Risks due to restrictions on access, working methods and plant (e.g. working hours, network management requirements, other restrictions), cause additional costs and delay	CONSTRUCTION	BCC	Jacobs	M	M	L	M	3.33	Reduce	Early planning and frequent communication. Requirements already built in to specification.	L	L	L	L	1.00	14/10/20	Open
Risk 020	Stage 3 safety audits (as built) find issues causing delay and costs	CONSTRUCTION	BCC	Jacobs	M	L	L	L	1.33	Accept	Accept and manage	M	L	L	L	1.333	14/10/20	Open
Risk 021	Principal Contractor goes out of business resulting in increase in costs & delay to programme	CONSTRUCTION	BCC	Jacobs	L	H	M	L	2.00	Accept	Accept and manage. Parent Guarantee & Performance Bond in contract	L	H	M	L	2.00	14/10/20	Open

5.0%	5	10	5	0	1	0.5	45	0	1
12.5%	10	30	20	0	1	0.5	45	3	3
5.0%	0	100	0	2	6	4	0	2	0

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 December 2020

TITLE	Procurement of Energy Supply Contracts		
Ward(s)	<i>Citywide</i>		
Author: David Gray	Job title: Energy Supply Programme Manager		
Cabinet lead: Kye Dudd	Executive Director lead: Stephen Peacock		
Proposal origin: <i>BCC Staff</i>			
Decision maker: Cabinet Member Decision forum: <i>Cabinet</i>			
Timescales: Immediate decision is required to allow the renewal of current supply contracts that expire end Nov 20			
Purpose of Report:			
<ol style="list-style-type: none"> 1. The Energy Service is seeking approval for the recurring purchase of energy under the Dynamic Purchasing System used to procure gas and electricity supplies for the Council estate and supported bodies (e.g. schools) at an estimated cost of £21M over three years. 			
Evidence Base:			
<ol style="list-style-type: none"> 1. The Energy Service uses a ‘Dynamic Purchasing System’ (DPS) to secure supplies of gas and electricity for the Council estate and supported bodies. This was established in October 2016 and runs to October 2023. 2. Energy supply contracts, due to the nature of the market, tend to be short duration, meaning that they need to be frequently renewed (typically annually). A full tender for each renewal is a significant undertaking, so setting up the DPS framework allows the Energy Service to establish a bank of pre-approved energy suppliers, who have all passed financial and procurement checks before being admitted to the framework. Periodically, the Energy Service runs a mini-competition, to allow the pre-approved suppliers to bid for the next period of electricity and gas supply. Bids are evaluated and awarded on the same day as gas and electricity are traded commodities. New suppliers can also bid to join the framework at any time, and successful applications have recently been processed for two new suppliers ahead of the latest contract renewal. This maintains a competitive element for procuring energy supplies, ensuring best value-for-money, but simplifies and streamlines the procurement process. 3. The Full Council Meeting on 17th December 2019 approved changes to the Key Decision process. This effectively required Cabinet approval for energy supply contract renewals with a value in excess of £0.5m, which had previously been managed via delegated authority. 4. The current Electricity supply contracts expired at the end of November 2020, creating an urgent need to procure and award new contracts. The gross total spend under the DPS is £7M per year. £1.5M of this is recharged to external bodies (e.g. schools, Avon Fire & Rescue), £2.8M is recharged internally (mainly to Housing/HRA). 5. Approval is being sought for the Executive Director to make further call offs under the DPS for the remainder of its term (i.e. to October 2023) at an estimated cost of £7m per annum (i.e. potentially £21m) without further reference to Cabinet notwithstanding that the value of individual call offs may exceed the key decision threshold (£500k). 			
Cabinet Member / Officer Recommendations:			
That Cabinet:			
<ol style="list-style-type: none"> 1. Approve the recurring purchase of energy under the Dynamic Purchasing System used to procure gas and electricity supplies for the Council estate and supported bodies. 2. Authorises the Executive Director Growth & Regeneration, in consultation with Cabinet Member for Transport & Energy, to procure, award and amend contract(s) as necessary under the Energy Dynamic Purchasing System, to secure supplies of gas and electricity for the Council estate and supported bodies until October 2023 at an estimated cost of £21M over three years (average of £7M per annum). 			

Corporate Strategy alignment:
1. The use of the DPS is consistent with and supports the Council's procurement regulations in securing best value for the Council.
City Benefits:
1. The use of the DPS secures an essential requirement at best value, optimising a significant spend for the Council.
Consultation Details:
1. The current DPS has been running for 4 years and has been advertised via the Council's tender process. Energy suppliers are aware of or can quickly find information on the current DPS.
Background Documents:
Full Council Meeting, 17 th December 2019 (see Item 405) - https://democracy.bristol.gov.uk/ieListDocuments.aspx?CId=142&MId=3769&Ver=4 Procurement Regulations - https://www.bristol.gov.uk/documents/20182/34176/Part+4.1%28%29+Procurement+Rules.pdf/c608806e-adab-8304-0694-2a2bcacfbb4

Revenue Cost	£21M over three years	Source of Revenue Funding	10378
Capital Cost	£0	Source of Capital Funding	n/a
One off cost <input type="checkbox"/>	Ongoing cost <input checked="" type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:		
1. Finance Advice: Authority is being sought to continue to buy energy under the existing DPS. This is a continuation of the current arrangement and the spend is already included in current budgets. Therefore this does not put additional pressure on the Council. The renewal of the DPS does not obligate BCC to procure energy through this process, and the team will be evaluating other options for procurement in 21/22		
Finance Business Partner: George Palmer, G&R finance business partner, 19 November 2020		
2. Legal Advice: Authority is being sought to buy energy under the existing DPS for the next 2 years or so at an estimated spend of £7m per annum without further reference to Cabinet, notwithstanding that individual call offs may exceed the key decision threshold (£500k). The establishment and operation of the DPS must comply with the 2015 Public Contracts Regulations and the Councils own procurement rules. Legal services will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements.		
Legal Team Leader: Eric Andrews, Legal Services, 19 November 2020		
3. Implications on IT: No anticipated impact on IT Services		
IT Team Leader: Simon Oliver, 20/11/20		
4. HR Advice: There are no HR implications evident.		
HR Partner: Celia Williams, HR Business Partner – Growth and Regeneration, 23 rd Nov 20		
EDM Sign-off	Stephen Peacock	19 th November
Cabinet Member sign-off	Cllr Kye Dudd	23 rd November
For Key Decisions - Mayor's Office sign-off	Mayor's Office	23 rd November

Appendix A – Further essential background / detail on the proposal	NO
Appendix B – Details of consultation carried out - internal and external	NO

Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 December 2020

TITLE	Rough Sleeping Drug and Alcohol treatment grant		
Ward(s)	<i>All</i>		
Author:	Paul Moores	Public Health commissioning office (drugs and Alcohol)	
Cabinet lead:	Asher Craig / Helen Godwin	Executive Director lead: Jacqui Jensen	
Proposal origin: <i>BCC Staff</i>			
Decision maker: Cabinet Member Decision forum: <i>Cabinet</i>			
Timescales: Application for the grant was submitted in October. We are awaiting a decision on the amount allocated to Bristol.			
<p>Bristol has been identified by Minister for Housing and local Government (MHLG) and the Department for Health and Social Care (DHSC) as a priority area for funding to support drug and alcohol treatment services for the rough sleeping and homeless population of Bristol.</p> <p>Bids were invited to address the following</p> <ol style="list-style-type: none"> a) To ensure that the engagement that people have had with drug and alcohol treatment services whilst in emergency accommodation is maintained as they move into longer term accommodation (continuity of care) b) To Support people to access and engage in drug, alcohol treatment who have not yet done so (access and engagement) c) To build resilience and capacity in local drug and alcohol treatment systems to continue to meet the needs of this population in future years (resilient and sustainable models of care) <p>The funding application has to provide additional support to people who are experiencing or have recently experienced rough sleeping. It is not to fund posts or a service which has already been delivered or that would happen anyway. It is a 4 year funding programme with costs for post being guaranteed for at least the first 2 years in the first instance.</p> <p>Bristol’s bid covers the following areas:</p> <ul style="list-style-type: none"> ● Strengthening proactive floating support work: BCC to employ five specialist drug & alcohol tenancy support workers to work within the Supported Lettings Team, enhance the drug and alcohol support offer within the team and create a team leader specialist post. ● Increasing drug and alcohol support for people within the target group who have complex needs: Additional workforce both within BCC and across partner agencies to ensure better engagement with this cohort. Throughout the pandemic both housing and substance use support services have identified areas where additional support is required. The proposed would include targeted GP’s sessions and a specialist nurse prescriber. ● Helping to sustain longer term accommodation: There is clear evidence that supporting people who are experiencing multiple disadvantage impacts positively on the likelihood of them sustaining their tenancies. The funding will pay for additional specialist tenancy support workers to work in partnership with existing providers and ensuring clients are able to access 			

services in an appropriate and timely manner. The 'Housing First Model', which is currently being trialled in Bristol, advocates for exactly this approach.

- **Strengthening partnership work with tenancy support teams:**

Not only would the additional specialist tenancy support workers hold a case load, they would also work alongside the generic tenancy support workers to train and support them in offering ongoing advice and guidance to this cohort.

- **Increased capacity for the ROADS peer support service:**

The additional funding would allow us to expand the current ROADS peer support service. Peer supporters would be able to work across the city, offering valuable lived experience of recovery and sustaining tenancies. An example of this might be to accompany clients to appointments at drug and alcohol services.

- **Additional programme management and commissioning support:**

This would allow for an additional role within the substance use commissioning element of the public health team to manage this additional funding and the reporting and development requirements

- **Increases Inpatient detoxification and stabilisation,**

This would allow for any additional inpatient detox and stabilisation needs as well as placements in residential rehab. The funding would enable us to develop a specific pathway, prioritising clients from this cohort.

We have not been informed of the exact funding envelope but have been told that there is approximately £23 million to share between around 40 local authorities. The value of the Bristol bid will be approximately £600,000.

Evidence Base:

Cabinet Member / Officer Recommendations

1. Approve, subject to successful grant award, the acceptance of the grant award from MHCLG
2. Authorise the Executive Director of People in consultation with the Cabinet Member for Public Health to take all steps required to allocate the funding including the procurement of all contracts (goods, services or works) in accordance with the proposals contained in the report.

Corporate Strategy alignment: To follow

1.

City Benefits: To follow

Consultation Details: To follow

1.

Background Documents:

Revenue Cost	£	Source of Revenue Funding	
Capital Cost	£	Source of Capital Funding	
One off cost <input type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:

1. Finance Advice:

Finance Business Partner:

2. Legal Advice:

Legal Team Leader:		
3. Implications on IT:		
IT Team Leader:		
4. HR Advice:		
HR Partner:		
EDM Sign-off		
Cabinet Member sign-off		
For Key Decisions - Mayor's Office sign-off		

Appendix A – Further essential background / detail on the proposal	
Appendix B – Details of consultation carried out - internal and external	
Appendix C – Summary of any engagement with scrutiny	
Appendix D – Risk assessment	
Appendix E – Equalities screening / impact assessment of proposal	
Appendix F – Eco-impact screening/ impact assessment of proposal	
Appendix G – Financial Advice	
Appendix H – Legal Advice	
Appendix I – Exempt Information	
Appendix J – HR advice	
Appendix K – ICT	
Appendix L – Procurement	

Decision Pathway Report

PURPOSE: For reference

MEETING: Cabinet Board

DATE: 01 December 2020

TITLE	Corporate Risk Management Report (CRR)		
Ward(s)	City Wide		
Author: Jan Cadby	Job title: Risk and Insurance Manager		
Cabinet lead: Councillor Cheney	Executive Director lead: Mike Jackson / Denise Murray		
Proposal origin: BCC Staff			
Decision maker: Cabinet Member			
Decision forum: Cabinet			
<p>Purpose of Report: Managing risks are an integral element to the achievement of the Bristol City Council’s (BCC) Corporate Strategy (CS) deliverables. The report provides an update on work completed to improve risk management at BCC and sets out the council’s current significant risks and summarises progress in managing the risks as at Quarter 2 2020-21. The Q2 Corporate Risk Management Report will be presented to Cabinet in December 2020.</p> <p>The Corporate Risk Report (CRR) is a key document in the council’s approach to the management of risk; it captures strategic risks set out in the Corporate Strategy 2018-2023. It also provides a context through which Directorates construct their own high-level risk assessments and is used to inform decision making about business planning, transformation and service delivery.</p> <p>The CRR provides assurance to management and Members that Bristol City Council’s significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed. It should be noted that ‘risk’ by definition includes both threats and opportunities, which is reflected in the CRR.</p> <p>The CRR summary of risks is attached to this report at Appendix A is the latest formal iteration following a review by members of the council’s Corporate Leadership Board (CLB) in October 2020.</p>			
<p>Evidence Base: The Accounts and Audit Regulations 2015 require the council to have in place effective arrangements for the management of risk. These arrangements are reviewed each year and reported as part of the Annual Governance Statement (AGS).</p> <p>Ensuring that the Service Risk Registers (SRR), Directorate Risk Reports (DRR) and the Corporate Risk Reports (CRR) are soundly based will help the council to ensure it is anticipating and managing key risks to optimise the achievement of the council’s objectives and prioritise actions for managing those risks.</p> <p>The registers and reports are a management tool. They need regular review to ensure that the occurrence of obstacles or events that may put individual’s safety at harm, impact upon service delivery and the council’s reputation are minimised, opportunities are maximised and when risks happen, they are managed and communicated to minimise the impact.</p>			
Cabinet Member / Officer Recommendations: That Cabinet notes the report and progress on embedding Risk Management arrangements within the Council.			
Corporate Strategy alignment: Managing risks are an integral element to the achievement of the BCC Corporate Strategy (CS) deliverables.			
City Benefits: Risk Management aims to maximise achievement of the council’s aims and objectives by reducing the risks to those achievements and maximising possible opportunities that arise.			

Summary

Corporate Risk Report (CRR) - Summary of Corporate Risks:

Members of the Executive Director Meetings (EDM) reviewed the Directorate Risk Reports (DRR) in October 2020 to form the CRR. The Mayor's Office was consulted in November 2020. CLB are asked to accept the attached CRR as a working summary report of the critical and significant risks from the Service Risk Registers as at end of September 2020. The report was received by the Mayor's Office 29th October 2020.

The CRR sets out the critical, significant and high rated risks both threats and opportunities. All other business risks reside on the Service Risk Registers and reported through the DRRs.

The Q2 20-21 Corporate Risk Report (CRR) as end September 2020 contained:

Threat Risks	Opportunity Risks	External / Contingency Risks
<ul style="list-style-type: none">• 1 critical• 17 high• 1 new• 4 improving• 5 deteriorating• 0 closed• 5 De-escalated to Directorate Risk Report	<ul style="list-style-type: none">• 1 significant• 2 high• 0 new• 0 improving• 0 deteriorating• 0 closed	<ul style="list-style-type: none">• 1 critical• 2 high• 0 new• 0 improving• 0 deteriorating• 0 closed

A summary of risks (Threat and Opportunities) for this reporting period are set out below.

There is one critical threat risk:

- CRR32: Failure to deliver enough affordable Homes to meet the City's needs. The risk rating being 4x7 (28). This risk is managed on the Growth and Regeneration Service Risk Registers.

There are four improving threat risks:

- CRR13: Financial Framework and MTFP. The risk rating being 3x7 (21) high threat risk. This risk is managed on the Resources Service Risk Registers.
- CRR2: Asbestos. The risk rating being 2x5 (10) medium threat risk. This risk is managed on the Resources Service Risk Registers.
- CRR27: Capital Transport Programme Delivery. The risk rating being 3x3 (9) medium risk. This risk is managed on the Growth and Regeneration Service Risk Registers.
- CRR34: Corporate Equalities. The risk rating being 2x5 (10) medium threat risk. This risk is managed on the Resources Service Risk Registers.

There are five deteriorating threat risks:

- CRR4: Corporate Health, Safety and Wellbeing. The risk rating being 4x5 (20) high threat risk. This risk is managed on the Resources Service Risk Registers.
- CRR5: Business Continuity and Council Resilience. The risk rating being 3x7 (21) high risk. This risk is managed on the Growth and Regeneration Service Risk Registers.
- CRR9: Safeguarding Vulnerable Children. The risk rating being 3x7 (21) high risk. This risk is managed on the People Service Risk Registers.
- CRR10: Safeguarding Adults at Risk with Care and support needs. The risk rating being 3x7 (21) high risk. This risk is managed on the People Service Risk Registers.
- CRR12: Failure to deliver suitable emergency planning measures, respond to and manage emergency events when they occur. The risk rating being 3x7 (21) high risk. This risk is managed on the Growth and Regeneration Service Risk Registers.

There is one new threat risk:

- CRR39: Adult and Social Care major provider / supplier failure. The risk rating being 2x7 (14) high risk. This risk is managed on the People Service Risk Registers.

There are five threat risks de-escalated, monitored and managed through the Directorate Risk Reports:

- CRR22: Partnerships Governance. 2x3 (6) medium risk. This risk is managed on the Growth and Regeneration Service Risk Registers.
- CRR24: Procurement and Contract Management failure to deliver value for money. 2x7 (14) high risk. This risk is managed on the Resources Risk Registers.
- CRR30: Failure to deliver Bristol City Council's wider Clean Air Plan. Communication/engagement with stakeholders does not result in sufficient behavioural change (excluding traffic clean air zone). The risk rating being 1x3 (3) low risk. This risk is managed on the Growth and Regeneration Service Risk Registers.
- CRR31: Failure to deliver the council's Climate Change commitments impeding achievement of a carbon neutral and climate resilient city. The risk rating being 1x7 (7) medium risk. This risk is managed on the Growth and Regeneration Service Risk Registers.
- CRR38: City Leap. The risk rating being 2x7 (14) high risk. This risk is managed on the Growth and Regeneration Service Risk Registers.

The risks BCCC2/OPP4 - Brexit is an unpredictable external threat and opportunity, and because of this the reporting for these entries may already be out of date. These risks are being managed within the Resources Service Risk Registers via a council-wide Brexit Project Board (for general preparedness) and Brexit Coordination Group (a tactical response group to manage any immediate issues presented in a 'no deal' scenario).

The external / contingency risk BCCC3: COVID -19 reflects the positive action and pace of change the Council has adapted to delivering its services. This risk is being overseen by the Corporate Leadership Team, Gold Meetings and within the Growth and Regeneration Directorate by the Resilience Director.

All risks on the CRR have management actions in place. The CRR will continue to be subject to a refresh during 2020.

As with all risks, it is not possible to eliminate the potential of failure entirely without significant financial and social costs. The challenge is to make every reasonable effort to mitigate and manage risks effectively, and where failure occurs, to learn and improve.

The summary of the threat risks is set out on pages 1 to 19 opportunity risks pages 20 to 21, and external and civil contingency risks on page 22 and 23 all including controls and management actions. A summary of risk performance on pages 24 and 25 by level of risk, the risk matrix on page 26 and the risk scoring criteria on page 27. More detail is available on request.

Risk Management Framework

Risk management is the culture, process and structures that are directed towards effective management of potential opportunities and threats to the council achieving its priorities and objectives and a key element of the council's governance framework. The Annual Governance Statement (AGS) declaration highlighted a number of opportunities to enhance Risk Management. Areas for improvement included:

- Increasing the level of engagement and ownership by Service Managers.
- Enhancing the engagement of Members in the risk management process.
- Refreshing the Corporate and Directorate Risk Reports.
- Risk Management training and awareness.
- Risk Management within Business Case approvals, Project Management and Procurement Frameworks.
- Maintaining the focus of the process on reducing risk against the council's Corporate Plan 2018-23.

The Risk Management Audit was allocated a Limited Opinion as at June 2020. Areas to improve include:

- Engagement with the timeliness, completion and accuracy of Service Risk Registers.
- Risk Management within Decision Making, Business Case approvals, Project Management and Procurement Frameworks.

The risk management framework and process continues to be developed. During 2020/21 we have:

- Managed, maintained and communicated Risk Management on the SharePoint and via Internal Communications.
- Offered workshops and drop-in sessions.
- Reviewed and relaunched the Corporate Risk Management Board (CRMB). Resources representatives are

Chief Accountant (deputy S151) and Risk and Insurance Manager.

- Supported Mangers for Covid 19 related queries.
- Procured the Risk Management Database.
- Directorate Risk Reports received by Scrutiny.

Plans for 2020/21 include:

- Mandatory Risk Management ELearning for key staff.
- Annual Risk Management Maturity Assessment.
- Directorate Risk Reports received by Scrutiny.
- Approach to management of risk reporting to CLB from the Corporate Risk Management Board.
- Member training.

Revenue Cost	£0	Source of Revenue Funding	N/A
Capital Cost	£0	Source of Capital Funding	N/A
One off cost <input type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:

1. Finance Advice: The CRR is a live document refreshed regularly following consultation across the organisation, and aims to provide assurance that the council's main risks have been identified and appropriate mitigations are in place to ensure they are managed within agreed tolerances. This includes, as set out in the annual budget report, measures to ensure appropriate financial provision is made through the budget planning process and reserves. The Council should ensure it has sufficient resource available to implement actions required to bring risks down to a tolerable level.

Finance Business Partner: Michael Pilcher, Chief Accountant, Deputy Section 151 Officer, 16 November 2020.

2. Legal Advice: The CRR enables the council to monitor and manage identified risks and mitigations to ensure good governance and compliance with its statutory and other duties. Advice will be given separately in relation to any specific legal issues that may arise from the risks identified.

Legal Team Leader: Nancy Rollason, Head of Legal Service and Deputy Monitoring Officer, 29 October 2020.

3. Implications on IT: The accountable Directors for IT and Information Security Risks are continuing to work together developing a training plan and new processes to accelerate the necessary changes. As we continue to work through our legacy systems and processes, further risks with Applications and Data will surface which will need to be addressed by the relevant service areas – work continues to govern, allocate and mitigate these risks via formal ISO27001 framework.

IT Team Leader: Simon Oliver, Digital Transformation Director 30 October 2020.

4. HR Advice: It is essential that staffing resources are appropriately deployed to manage these risks that are highlighted and in particular the new and elevated risks that are identified in the report. There are no other HR implications arising from the CRR report.


HR Partner: HR Partner: Mark Williams, HR and Workforce, 17 November 2020.


Appendix A – Further essential background / detail on the proposal: Q2 2020/21 Corporate Risk Report (CRR) - The Corporate Risk Summary Report sets out the risks on pages 1 to 23 including controls and management actions, a summary of risk performance on page 24 and 25, the risk matrix on page 26 and the risk scoring criteria on page 27.	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO

Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.								
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR1: Long term commercial investments and major projects. BCC'S long-term commercial investments and major projects may require greater than anticipated capital investment.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • The cost is higher than expected. • The project is delivered later than planned. • The operating and maintenance cost of the asset exceeds expectations. • Strategic, geographic, social, financial and economic conditions changing over time. • Oversight of Project Interdependencies not well managed. • Insufficient in-house resources to progress major projects lead to missed opportunities to leverage third party investment. • Failure to anticipate and secure investment and resources to deliver enabling works and infrastructure. 	<p>In July 2019 the Corporate Leadership Board (CLB) / Capital and Investment Board (CIB) were launched and meet on a monthly basis. They have an oversight and stewardship role for the delivery of the Capital Programme and capital investments.</p> <p>Some examples of key projects which were reviewed by CIB include Harbour Strategy, Cattlemarket Road, and Colston Hall.</p> <p>The Growth and Regeneration (G&R) Board meets monthly and is a strategic forum for the review and monitoring of regeneration assets and growth programmes and projects – enabling effective decision-making and ensuring alignment with the wider objectives of the Council.</p> <p>The G&R Board has identified a number of Areas of Growth and Regeneration (AGR) across the City to enable place shaping and contribute to regeneration, affordable housing, community building and the financial sustainability of the Council and the AGR are regularly reviewed and re-prioritised by the G&R Board.</p> <p>The Covid-19 pandemic in March 2020 has impacted on the delivery of some major projects owing to restrictions placed on based working, supply chain partners furloughing staff, and building material suppliers only delivering to critical construction projects. By the end of June 2020 works had resumed.</p> <p>NB: There was no halting of reactive or planned highways works during COVID-19, this included the works commencing at the Cumberland Basin (£5m).</p> <p>In response to the Covid-19 pandemic a review and prioritisation exercise of all major projects was initiated in April 2020 and was concluded in September 2020.</p>	↔	3	7	21	1	7	7
<p>Risk Owner: Executive Director Growth and Regeneration, Executive Director Resources and S151 Officer.</p>	<p>Action Owner: Executive Director Growth and Regeneration and Director Finance.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>					

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.								
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR2: Failure to Manage Asbestos. Failure to manage the asbestos management plan for properties.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Staff availability to carry out work plans in a safe way. • Lack of appropriate training. • Lack of oversight and control by local management. • Lack of information on the potential or known risks. • Inadequate contract management arrangements. • Lack of effective processes and systems consistently being applied. • Policies are not kept up to date. • Budget pressures. • Restrictions for operating normally caused by external factors beyond the control of BCC e.g. Covid-19 pandemic. 	<p>The previous action plan of 2019 has laid foundation for improved processes to manage asbestos and this continues to be effectively embedded within the culture of the service.</p> <p>The main elements of the plan have been implemented and full completion will be presumed once the Asbestos Management Plan has had a final review, currently in process and due December 2020.</p> <p>Management proactivity and training across the service has seen a fall of asbestos incidents and strong processes exist to manage exposure incidents should they in future arise. Asbestos surveys and information contained therein form a key element to reduce asbestos exposure risk. Because of their importance they feature strongly throughout work processes within Planned Programmes and Response and Void services. Historic surveys are readily available for use and scrutiny but to provide added assurance new asbestos surveys are completed both ahead of works and subsequently thereafter.</p> <p>Improvements to manage asbestos risk within housing stock has been made over the previous 12 months with long outstanding surveys relevant to house-block type flats having now been completed. Asbestos surveys and removal works within high rise blocks have also been undertaken, removal works will continue throughout 2021.</p> <p>The Covid pandemic has resulted in an interruption of asbestos awareness training for the bulk of 2020 but decisions made this month will allow face to face training to be reinstated whilst also being Covid secure. The resumption of this successful training package for new staff and staff requiring refresher training is planned this year.</p> <p>In the previous 12 months the housing safety team has grown in number and has had a direct and positive input with investigating incidents and reducing asbestos risk through their intervention. Property Services have improved the contract management arrangements with MSS, the surveyor to ensure that all inspections are carried out according to required timescales.</p> <p>Evidencing asbestos compliance to satisfy the Housing Regulator has been given a significant focus this quarter.</p> <p>Property CHASM project is underway, to ensure all premises report on compliance.</p> <p>Action Owner: Director of Housing and Landlord Services (for Social Housing), Director HR, Workforce and Organisational Design.</p>	<p>↑</p>	2	5	10	1	5	5
<p>Risk Owner: Chief Executive and Corporate Leadership Board (CLB) / Director HR, Workforce and Organisational Design.</p>	<p>Action Owner: Director HR, Workforce and Organisational Design.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation.</p>					

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR4 Corporate Health, Safety and Wellbeing. If the City Council does not meet its wide range of Health & Safety requirements then there could be a risk to the safety of employees, visitors, contractors, citizens and BCC corporate body.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • If services do not have sufficient staff numbers to carry out work plans in a safe way. • If services are not able to order appropriate equipment required for staff safety. • Lack of appropriate equipment. • Lack of appropriate training. • Lack of oversight and control by local management. • Lack of information on the potential or known risks. • Inadequate contract management arrangements. • Lack of effective processes and systems consistently being applied <p>Policies are not kept up to date.</p>	<p>The Corporate Safety, Health & Wellbeing (SH&W) team support the council and provide advice and guidance. The Corporate Policy Statement, service specific policies, procedures and systems of work/safety arrangements are in place and routinely reviewed.</p> <p>BCC has a Corporate Health and Safety Management System (CHaSMS) to identify and monitor hazards, risks and appropriate actions. Each manager (with staff and /or premises responsibilities) has an action plan which is completed on a quarterly basis. Once completed the HS&W team check the returns and give relevant feedback to the individual Managers and report the overall results to Senior Management/EDM and develop appropriate action plans.</p> <p>BCC has a comprehensive programme of e-learning and personal face to face course delivery available to all directors, managers, staff and members.</p> <p>There is a corporate accident/incident reporting procedure. The Corporate Safety Information System is in place to share with staff details of addresses which due to potential violence & aggression or police notification are considered to present risks.</p> <p>Benchmarking and annual reports are provided to BCC along with the annual performance report.</p> <p>All contracts set up with external providers include a check of their relevant Health and Safety competency.</p> <p>The council's audit programme monitors compliance with statutory duty and best practices.</p> <p>We have reviewed the Health and Safety Management arrangements and developed a (project) service development and improvement plan.</p>		4	5	20	<p>We have agreed in principle a new accident incident reporting system. We will be looking to pilot small and scale up quickly in January 2021.</p> <p>A new strategy for Health Safety and Wellbeing has been developed which sets out an integrated approach for the next five years. This has been agreed by Resources EDM and is currently out to consultation with key stakeholders. A new operating model and staffing structure has been developed to support the delivery of the strategy. The strategy will run from January 2021 – December 2026. A delivery plan is included within the strategy.</p> <p>We continue to support the organisation to be COVID-19 secure. 95% of buildings including schools have been given a COVID secure certificate. A fire safety and building compliance report has been agreed by Resources EDM and a final report with action and delivery plan is being presented to CLB on 3rd November 2020. The health and wellbeing plan continues to support the workforce organisational strategy and key actions including reasonable adjustments training and the launch of Mental Health First Aiders are on track.</p> <p>A new integrated Occupational Health Employee Assistance Programme (EAP) and physiotherapy contract is in its final stages of the procurement process and an award of contract is imminent.</p>	3	5	15
<p>Risk Owner: Chief Executive and Corporate Leadership Board (CLB), Director of Workforce Change.</p>	<p>Action Owner: Director of Workforce Change, Head of Health Safety and Wellbeing.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation.</p>						

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.								
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR5: Business Continuity (BC) and Councils Service Resilience. If the council has a Business Continuity disruption and is unable to ensure the resilience of key BCC operations and business activities, then the impact of the event maybe increased with a greater impact on people and council Services.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Strikes (People, Fuel). • Loss of key staff (communicable diseases and influenza epidemics). • Loss of suppliers. • Loss of accommodation to deliver key services. • Loss of equipment. • Any event which may cause major disruption. • Unavailability of IT and/or Telecoms. • Loss of staff/staff availability. • Knowledge loss. <p>Reduced chances of preventing/responding to incidents due to a lack of forward planning or investment.</p>	<p>Responding to Covid has accelerated BC planning in keys areas (e.g. homeworking and managing resilient supply chains) and increased resilience.</p> <p>A Business Continuity survey has been released to all Heads of Service (completion date 16 Oct) requiring services to reflect on the Covid experience and their BC plans / resilience. The survey points out the likely challenges ahead and asks services to consider their 'critical activities' and the resources they need to deliver them, as well as consider other risks to the continuity of their services.</p> <p>The Agile and Resilient Working Group chaired by John Walsh has been established and is meeting regularly to address staffing resilience, including IT to support homeworking, in response to the ongoing homeworking now necessary due to Covid.</p> <p>Supply chain resilience vis a vis Covid and Brexit is being addressed through the Brexit Project Board, chaired by Tim Borrett. A supply chain survey has been sent out by the Procurement Team to all Council suppliers and contractors. Analysis of the survey is ongoing.</p> <p>Usual winter preparations are underway and the Severe Weather Team, chaired by Pete Anderson has met to coordinate preparations and understand the impact of Covid on usual arrangements.</p> <p>A number of Policies, procedures and arrangements are in place including duty rotas for key service areas and the Duty Director rota. The Incident Response Plan updated in Decembers 2019.</p>		3	7	21	2	5	10
<p>Risk Owner: Executive Director Growth and Regeneration Chief Executive, Director Management of Place.</p>	<p>Action Owner: Director Management of Place and Civil Protection Manager.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation, Wellbeing.</p>					


Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR6: Fraud and Corruption. Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Heightened levels of fraud, including cyber fraud, as criminals attempt to exploit the COVID-19 pandemic. Relaxation of controls in current emergency environment (Covid 19) as payments and support are being dispersed quickly in line with government requirement. Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times. Not keeping up to date with developments, in new areas of fraud. Insufficient risk assessment of new emerging fraud issues. Lack of clear management control of responsibility, authorities and / or delegation. Lack of resources to undertake the depth of work required to minimise the risks of fraud /avoidance. This potential cause is highlighted at this time given the potential impact of the current pandemic situation and with staff redeployed to support the emergency response. Under investment in fraud prevention and detection technology and resource. 	<p>A Policy is in place on anti-fraud, corruption and bribery and a Bribery and Corruption review has been completed which concluded that controls in the services most at risk of corruption are in place. The policy is reviewed annually and was approved by CLB and the Audit Committee in November 2019.</p> <p>The Counter Fraud and Investigations Team concentrates on areas of high fraud risk, investigates fraud promptly where suspected and applies appropriate sanctions.</p> <p>Emergency financial measures being implemented in response to the current pandemic emergency (Covid-19) were subject to fraud risk assessment by the team and advice provided to finance colleagues as appropriate. The Counter fraud and investigation team supported operational management as necessary to design appropriate protocols that ensure transparency and accountability in the management of public funds. Pre and post -payment fraud checks in respect of significant support being distributed by the Council to businesses was a key focus in Q1. This work continued in Q2 as distributions continue to be made. Tools required to assist with fraud detection have been acquired as necessary in support pre and post payment fraud checking.</p> <p>An accessible route to report suspected fraud is available to the public and employees via online referral and dedicated phone line. New whistleblowing arrangements are in place from 1st April 2020 with strengthened co-ordination, monitoring and reporting of such reports to Internal Audit. The Audit Committee will oversee the effectiveness of the new procedures via regular update reports.</p> <p>Staff are reminded about ethics and conduct via fraud awareness training and other publicity and continual maintenance of Counter Fraud information on Web pages.</p> <p>Counter Fraud Performance is monitored by Audit Committee via the Annual and half yearly Counter Fraud Updates.</p> <p>We are monitoring fraud indicators (warning signs and fraud alerts) to ensure anti-fraud approach is correctly targeted.</p> <p>Proactive exercises, including the national fraud initiative are routinely carried out.</p> <p>Working in partnership and sharing intelligence with law enforcement partners to disrupt organised crime.</p>	↔	4	5	20	<p>The Council's exposure to fraud has increased due to Covid and the uncertainty with the pandemic means that more work needs to be undertaken to support the business to ensure that fraud losses are minimised. Pre-payment fraud checking of business grants is largely complete with only infrequent payment runs now occurring. Post payment checking will continue alongside routine counter fraud and investigation work. Until post payment checking is complete it cannot be known the extent to which fraud has occurred, however pre-payment checking of applications and payment files has prevented a significant number of fraudulent claims or claims where no entitlement.</p> <p>Tenancy fraud and other counter fraud and investigation work has continued with a planned exercise on tenancy fraud for Q3.</p> <p>Fraud prevention and early detection improvements are progressing. Work relating to the establishment of a regional fraud hub that will maximise the use of advanced analytics and more datasets is progressing well and the engagement with IT and other colleagues is very good.</p> <p>Plans have been revised to reflect the work on the Business grants and the team are starting to pick up on previously planned counter fraud work as well as investigating fraud referrals.</p> <p>Whistleblowing arrangements are being improved and streamlined to increase employee confidence in the process. We are reporting to the Audit Committee regularly regarding implementation of new whistleblowing arrangements.</p> <p>Internal audit will work collaboratively with the Information Governance Service to minimise potential fraud losses arising from the heightened cyber risk.</p>	3	5	15
Risk Owner: Chief Executive and Director of Finance (S151 Officer).	Action Owner: Director of Finance, Chief Internal Auditor.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR7: Cyber-Security. The Council's risk level in regards to Cyber-security is higher than should be expected.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Lack of investment in appropriate technologies. Reliance on in-house expertise, and self-assessments (PSN). Lack of formal approach to risk management (ISO27001). Historic lack of focus. 	<p>Budget provision for Cyber Security was allocated within the Future State Assessment Plan (FSA) as approved by Cabinet June 2018. Independent full security assessments have been carried out November 2018. Increased training - Phishing attacks November 2018. An Information Governance Board has been established to provide oversight of information security and an escalation point to the Council's Senior Information Risk Owner (SIRO). Head of Information Assurance commenced in post September 2019.</p> <p>The Council is using a SIRO checklist to capture and escalate cyber security risks. IG team have an operational level risk register that is used to track local operational risks further aligning ourselves with best practice. COVID-19 has brought new challenges to Information Governance including new systems and ways of working being rolled out. The team are working closely with relevant services such as ICT to ensure that Information Governance is considered in these changes. IG team have an operational level risk register that is being used to track local operational risks further aligning ourselves with best practice.</p>	↔	4	5	20	<p>The IT Transformation Programme (ITTP) (formerly FSA Programme) currently has plans to implement technology platforms to move the Council from file storage to document storage platforms, increase team collaboration without use of email, implement file retention policies, introduce document marking and rights management, implement data classification and improve federated search across structured and unstructured data stores. As well as technical controls, the Council continues to carry out regular Phishing attack exercises where we are sending emails to staff to see how users react to this type of Cyber Attack. Anyone clicking on links is directed towards targeted training. The Information Assurance and ICT team will continue to work together to support the SIRO to develop appropriate targeted training for all Council staff relating to cyber security. The IG Team are continuing to work with ICT and Microsoft on the ITTP programme to ensure that this is done in line with industry best practice and recognised standards. Resources have been appointed to facilitate the improvements required as per the agreed budget. These will also be needed to support capital projects. New ITTP Tooling is being configured and refined to provide a clear picture of the threat to BCC infrastructure.</p>	1	5	5
Risk Owner: Chief Executive, Senior Information Risk Owner (SIRO).	Action Owner: Head of Information Assurance, Information Governance.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR9: Safeguarding Vulnerable Children. The council fails to ensure that adequate safeguarding measures are in place, resulting in harm or death to a vulnerable child.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Failure to meet the requirements of the Children Act and associated legislation. Inadequate controls result in harm. Demand for services exceeds its capacity and capability. Increase in complex safeguarding risks, criminal exploitation, serious youth violence and gang affiliation. During Covid-19, in line with Govt guidelines, there is a reduction in face to face visits to families. Risk assessments are required to assess whether a face to face visit is required but not all families will receive a face to face visit where there are worries for a child. An increase in demand of up to 5% is anticipated as a result of Covid and economic downturn, with some children more vulnerable to exploitation and abuse as a result of lost safe, stable and nurturing relationships. Increased destitution in families, impacting on mental ill health, managing increased infection within children and young people population and their parents. 	<p>The Keeping Bristol Safe Board provides independent scrutiny of children's safeguarding arrangements in the city and holds BCC and partner agencies to account. This includes delivery of Safer Communities and the Prevent Duty.</p> <p>BCC works with partners to effectively identify victims and perpetrators of extra-familial abuse including Child Sexual exploitation, Criminal Exploitation and Serious Violence, taking action to disrupt and protect.</p> <p>Bristol's published policies and procedures, comprehensive training and development and monthly professional supervision help ensure safe practice and adequate control of risks.</p> <p>Bristol has invested in an integrated localities and team around the school and family approach aimed at meeting the needs of children and families at the earliest point.</p> <p>Children and Families' Services invests in its workforce and provides career progression opportunities.</p> <p>Bristol has established Violence Reduction Unit focussing on prevention, disruption and recovery from serious youth violence and is working with the University of Bedfordshire to develop its approach to contextual safeguarding in the city.</p> <p>Activity continues as planned with partner engagement.</p>	↓	3	7	21	<p>Information sharing and analysis to improve our ability to understand and respond to children at risk of criminal exploitation and going missing.</p> <p>In response to identified and increasing risk of serious youth violence and criminal exploitation a multiagency plan is in place and will be monitored by the Serious Youth Violence Exec Group.</p> <p>Service Delivery Plans for 2020-21 have been reviewed and set out further actions to mitigate risks identified and deliver on our ambitions for children and families.</p> <p>Response is to run services as near to normal as possible due to the increased demand and potential gaps in workforce impacting services.</p>	1	7	7
Risk Owner: Executive Director People, Director Children's and Families Services.	Action Owner: Director Children's and Families Services.	Portfolio Flag: Children and Young People.			Strategy Theme: Our Organisation, Empowering and Caring, Wellbeing.				

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.								
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR10: Safeguarding Adults at Risk with Care and support needs. The council fails to ensure adequate safeguarding measures are in place, Adults at risk.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Adequacy of its controls. • Management and operational practices. • Demand for its services exceeded its capacity and capability. • Poor information sharing. • Lack of capacity or resources to deliver safe practice. • Failure to commission safe care for adults at risk. • Failure to meet the requirements of the “Prevent Duty” placed on Local Authorities. • Increased destitution in families, impacting on mental ill health, managing increased infection in the population. • Increased isolation. • Greater strain / resilience. • Absence of building based services whilst we have reduced community solutions. 	<p>The Adults Safeguarding Board has been reconstituted into the Keeping Bristol Safe Board (KDSB) which also includes responsibility for Children and Community Safety. The Board has senior executive representation and will ensure a strong focus on strategic matters of concern. The constitution for the Board has been confirmed and it will meet regularly and have oversight of safeguarding priorities.</p> <p>Safeguarding improvement plans are in place for Older People, Physical Disability and Disabled Children and the Capability framework for safeguarding and the Mental Capacity Act have been introduced. The Adult Change Programme ‘Better Lives’ Transforming Care Programme has been established to implement policy objectives of moving people into more suitable care settings.</p> <p>We have an active strategy in place to attract, recruit and retain social workers through a variety of routes with particular emphasis on experienced social workers. The Adult South West Recruitment and Retention Strategy has been drafted, the risks and costs identified. The strategy will be presented through the Decision Pathway. Regular strategies and campaigns support the recruitment and retention of high calibre social workers and managers, with competent agency social workers and managers used on temporary basis to fill vacancies.</p> <p>All key staff working with people directly at risk are trained in the essentials of safeguarding and BCC has an ongoing awareness-raising ‘Prevent’ training programme.</p> <p>Regular reporting on safeguarding is taking place quarterly for Directors and Cabinet Members, with an annual report for elected Members to allow for scrutiny of progress. The quality assurance framework and performance framework is routinely monitored and reported on.</p> <p>Focused work is being undertaken to address the backlog in safeguarding referrals and good progress has been made in bringing the number outstanding down to more manageable numbers.</p> <p>The Adults Delivery Group is up and running and a new Transitions theme has also been instituted. Activity continues as planned.</p>	↓	3	7	21	1	7	7
<p>Risk Owner: Executive Director People, Director Adult Social Care.</p>	<p>Action Owner: Director Adult Social Care.</p>	<p>Portfolio Flag: Adult Social Care.</p>	<p>Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>					

Page 432

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level			
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating	
<p>CRR12: Failure to deliver suitable emergency planning measures and respond to and manage emergency events when they occur. (Civil Contingency and Resilience)</p> <p>If the City has a Major Incident, Contractor Failure or the council inadequately responds, then the impact of the event may be increased with a greater impact on people and businesses.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Critical services unprepared or have ineffective emergency and business continuity plans and associated activities. • Lack of resilience in the supply chain hampers effective response to incidents. • Lack of trained and available strategic staff. 	<p>BCC plays a leading role in the Avon and Somerset Local Resilience Forum (LRF), the multi-agency partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset and South Gloucestershire. The Avon and Somerset works to the Avon and Somerset Community Risk Register.</p> <p>A system is in place for ongoing monitoring of severe weather events (SWIMS).</p> <p>Emergency planning training has been rolled and a multi-agency exercise is regularly conducted to test different elements of BCC emergency arrangements with partners. The most recent exercises being Day Two May 2018, Dark Zodiac April 2018, Saxon Resolve November 2017 and major COMAH training exercise in November 2018 (Operation Spitfire).</p> <p>A senior management on-call rota has been devised, agreed and is monitored. Emergency volunteers have been recruited to aid emergency responses. Duty rotas in other key service delivery areas (e.g. Housing and Social Care) are also in place.</p> <p>The Bristol Operations Centre capacity to support multi-agency operations has been tested.</p> <p>BCC took receipt the South West’s share of the National Emergency Mortuary Equipment in July 2018 and arrangements for establishing Flax Bourton Public Mortuary as a dedicated disaster mortuary are in place.</p> <p>A progress paper on Civil Contingency is scheduled to go to the Corporate Leadership Board in early 2020.</p> <p>Recruitment and training of additional Emergency Centre Managers and Emergency Volunteers is ongoing.</p> <p>A review and exercise of the COMAH (Control of Major Accident Hazards) Plan is complete.</p> <p>The Covid-19 emergency has stretched the Council’s emergency response capacity and created additional strains and pressures across all responding agencies and the city systems in place to manage emergencies.</p> <p>The risk of a concurrent emergency during the Covid crisis is arguably higher than before the crisis. Covid pressures and additional safety considerations with regards to response have required the OOH CPU service reduce to a telephone only service. Partner agencies are aware.</p> <p>Measures for managing a concurrent emergency have been discussed with emergency services and e.g. the Fire Service has arrangements to support residential evacuations during this period. A ‘concurrent emergency’ plan is being drafted.</p> <p>Emergency Planning College (EPC)-led Strategic Incident Management Training session was delivered to senior officers in November 2019.</p> <p>We tested the Bristol Operations Centre capacity to support multi-agency operations.</p> <p>BCC took receipt the South West’s share of the National Emergency Mortuary Equipment in July 2018.</p> <p>BCC led the ASLRF Excess Death Management Coordination through the 1st Covid Wave.</p>		3	7	21	<p>The ongoing recovery and recovery to Covid have exercised, informed and improved emergency response.</p> <p>However, learning needs to be absorbed and the risk landscape continues to look challenging with Covid, EU Exit and winter pressures converging.</p> <p>We continue to respond to and recover from the most significant Civil Contingencies challenge since WWII, testing and improving command and control and emergency response capacity in logistics, excess death management and recovery.</p> <p>An ‘Introduction to Emergency Planning’ e-learning package is in progress.</p> <p>Voluntary agency capacity to support incidents has been reviewed by BCC through the LRF.</p> <p>Training for staff to support incident response and recovery (admin, logging, logistics and support to victims, survivors and evacuees) is ongoing.</p> <p>We are in close contact with emergency services regarding the heightened risk of a concurrent emergency during Covid-19.</p> <p>‘Concurrent’ emergency arrangements are being put in place with partners.</p> <p>A ‘concurrent emergency plan’ is being drafted.</p>	1	7	7
<p>Risk Owner: Executive Director Growth and Regeneration, Director Management of Place.</p>	<p>Action Owner: Director Management of Place, and Civil Protection Manager.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation, Wellbeing.</p>						

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR13: Financial Framework and Medium Term Financial Plan (MTFP). Failure to be able to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the council is unable to set a balanced budget.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Failure to achieve Business Rates income- appeals/general economic growth/loss of major sites (in budget setting). • Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income. • Brexit - the general uncertainty affecting the financial markets, levels of trade & investment. • Governments spending review 2020. • Review of local Government funding through fair funding formula and business rates retention. • Impact of Covid-19 on key income sources. • Inadequate budgeting & budgetary control/Financial Settlements & wider fiscal policy changes: <ul style="list-style-type: none"> ▪ The potential for new funding formulas such as fair funding, business rates retention to significantly reduce the government funding available to the council alongside possible increase in demand for council services. ▪ Embedding of the new national funding formula for schools and High Needs. ▪ Political failure to facilitate the setting of a lawful budget. ▪ Unable to agree a deliverable programme of propositions that enable the required savings to be achieved. ▪ Insufficient reserves to mitigate risks and liabilities and provide resilience. ▪ Rising inflation could lead to increased cost. ▪ Judicial review. 	<p>BCC manages its financial risks through a range of controls including budget preparation, budget setting and a Budget Accountability Framework. Roles and responsibilities for managing, monitoring and forecasting income and expenditure against approved budgets have been updated.</p> <p>2020 Budget presented and approved by Cabinet February 2020.</p> <p>The council has developed a strong rolling Medium-term financial planning process to enable the strategic objectives and the statutory duties are met. We are working to ensure a rigorous structure exists to oversee the budgetary control process from budget setting through to monitoring, oversight and scrutiny including:</p> <ul style="list-style-type: none"> • The maintaining of the evolving financial model that reflects in a timely manner changes in national and local assumptions. • The level of reserves and balances are regularly reviewed to ensure that account is taken of any financial/economic risk and the adequacy of general reserves is determined as part of this exercise. • Financial Regulations and Financial Scheme of Delegation is in place. • Regular in-year monitoring and reporting, review of future financial plans and assessment of financial risks and reserves are undertaken to ensure the financial plans are delivered. • Changes to savings in year are monitored by delivery executive. <p>We have restructured the finance team. Planned skills development remains a key priority which will include commercial and business acumen. This will be an ongoing and aligned with professional development.</p> <p>Ensuring that Bristol City Council is engaged with or receiving timely feedback from the range of Government working groups exploring future local funding.</p> <p>Refreshed of the MTFP and Capital Strategy and expanded our model to take in a longer-term view.</p>	<p>↑</p>	3	7	21	<p>The impact of Covid-19 has had a significant impact on the financial sustainability of the organisation in the short term and long term. There is a significant immediate reduction in some of the Council's key income streams and also significant costs associated with the response.</p> <p>All underlying assumptions in the financial outlook will be reviewed as any economic downturn will significantly impact Council Tax growth and receipts as well as business rates retention.</p> <p>A review will be ongoing to identify a programme of propositions that exceed the forecasted budget gap to provide members with options and headroom for variations in financial estimates.</p> <p>CIPFA Financial Management Code for Local Authorities has been released for full implementation from April 2021 which will have some additional requirements for the Council's financial management and governance of which we will seek to begin some implement measures in shadow form from April 2020.</p>	2	3	6
<p>Risk Owner: Chief Executive and Director of Finance (S151 Officer).</p>	<p>Action Owner: Director of Finance (S151 Officer), Chief Accountant.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation.</p>						

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR15: In-Year Financial Deficit. The council's financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's reserves policy.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • A failure to appropriately plan and deliver savings. • Unscheduled loss of material income streams. • Increase in demography, demand and costs for key council services. • The inability to generate the minimum anticipated level of capital receipts. • Insufficient reserves to facilitate short term mitigations, risks and liabilities. • Interest rate volatility impacting on the council's debt costs. • Impairments in our commercial investments are realised. 	<p>BCC's Financial framework ensures that we have in place sound arrangements for financial planning, management, monitoring and reporting through to Corporate Leadership Team and Cabinet.</p> <p>The ongoing review and due diligence of all budget savings by Delivery Executive, Corporate Leadership Board and the Executive continues to be captured and monitored in the reports to Cabinet.</p> <p>We refreshed the Policy and Budget Framework and provided greater clarity in relation to the approval process for supplementary funding both capital and revenue.</p> <p>We have continual oversight and ongoing management of the council's financial risks and deep dives in areas reported of non-containable pressures.</p> <p>Regular reviews have been undertaken on the level and appropriateness of the earmarked reserves and where redirections have been south reported to Cabinet.</p>	↔	4	3	12	<p>The latest budget monitoring is forecasting an overspend on in-year budget increasing the likelihood of an overspend at year end. The impact of Covid-19 has been offset in part by additional Government funding and there are corporate mitigations for the residual pressures.</p> <p>The overspend not related to Covid will require individual recovery plans and mitigation which are to be developed in the coming months to reduce the likelihood of unplanned drawdown from reserves at year end.</p> <p>Ensuring engagement at local, regional and national level in round table and working groups to keep abreast the spending review, Business Rates retention and new funding formulas for Local Government. To ensure funding for Bristol is maximised and impact of changes are fed into our long term financial planning and strategic planning.</p> <p>Ensure that there are sufficient reserves available to provide the Council with some resilience to material variations in spend forecasting and economic shocks.</p> <p>We will carry out frequent re-assessment of service delivery risks and opportunities and risk and other reserves.</p>	1	5	5
Risk Owner: Director of Finance (S151 Officer).	Action Owner: Director of Finance (S151 Officer), Chief Accountant.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR18: Failure to deliver enough homes to meet the City's needs. (Previously the risk of failing to deliver the range of housing to meet Bristol's needs and not realise the ambition to deliver 2000 homes, of which 800 are affordable, per annum by 2020).</p> <p>Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing offer across the city prove to be ineffective and do not attract and retain economically active residents.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Not enough planning applications submitted. • Not enough permission granted. • Insufficient housing land identified in planning documents. • Inability of the housebuilding industry to deliver at this level. • Increased uncertainty in the market due to Brexit and Covid-19. 	<p>Granted planning permissions.</p> <p>Secured additional grant funding for infrastructure.</p> <p>Released land.</p> <p>Issued grants to Registered Providers (RPs).</p> <p>Established a Local Housing Company (Goram Homes).</p> <p>Secured funding from Homes England under HIF and Accelerated Construction and Community Development in order to release further housing land.</p> <p>Established a grant funding programme to subsidise the delivery of affordable homes.</p> <p>Introduced the Affordable Housing Practice Note.</p> <p>Worked collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible.</p> <p>Required a minimum of 30% affordable housing on land released by the Council.</p> <p>Revised the Affordable Housing Grant Funding Policy to ensure it is relevant and assist the delivery of new affordable homes.</p> <p>Created a single multi-disciplinary Housing Delivery Team and additional capacity with Property, Planning, Highways and Legal.</p>	↔	3	5	15	<p>Monitoring and review the impact of the coronavirus on the Housing Market, on Housing Association and Developer Partners delivery Programmes.</p> <p>We refocus the HDT delivery programme to de-risk sites to create a pipeline of investable development opportunities to bring forward for development once the impact of Covid-19 on the housing market are clearer.</p> <p>We have ongoing active engagement with Housing Association Partners to offer enabling support and grant funding to increase the provision of affordable housing at every opportunity. Looking at ways in which the HRA development programme can be accelerated.</p> <p>We are addressing all areas of provision including: Community Led Housing (CLH), Registered Providers (RPs) and Direct Delivery, (New Council Homes).</p> <p>We are recruiting to new posts in the Housing Delivery Team.</p> <p>We are looking at opportunities to fund the acquisition of additional homes on development sites.</p> <p>Working closely with Homes England to ensure additional subsidy is secured.</p> <p>Continue to promote the Affordable Housing Grant Funding Programme to maximise the opportunities to deliver affordable housing potentially unlocking stalled sites.</p> <p>We are considering amending the Affordable Housing Practice Note and Grant Funding Policy to stimulate delivery of affordable homes.</p>	1	5	5
Risk Owner: Executive Director Growth and Regeneration, Director Development of Place.	Action Owner: Director Development of Place.	Portfolio Flag: Housing.			Strategy Theme: Fair and Inclusive.				

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR19: Tree Management. Risk of trees and tree limbs falling and causing harm to people or property due to unfavourable weather conditions and tree diseases.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> The Council has 100,000 trees. Severe weather conditions and / or disease can lead to tree failure. Lack of maintenance of trees can result in tree failure. Some council trees are not being managed or inspected, increasing the chance of failure. Failure to carry out regular and programmed tree inspections could result in tree and limb failure. 	<p>The service is rolling out a new Quantified Tree Risk Assessment (QTRA) system which increases efficiency of tree inspections - raising the capacity to inspect with the same resources. Trees are being grouped and brought in to the new system and the process will continue through 2020 to 2022.</p> <p>The tree management contract has been re-tendered and a new five year contract began on 1 April 2020. The contract provides new scope to bring all trees on council-owned land in to management.</p> <p>The cost of this will be covered by the departments on whose land the trees are situated - more finance work is needed on this. One additional officer is being recruited to assess trees on land not currently proactively managed.</p> <p>The cabinet report of June 2019 proposed using the Parks reserve to pay for this post until the role can be mainstreamed into the council's revenue budget. GIS analysis work on trees is underway.</p>	↔	3	5	15	<p>Analysis continues on trees potentially at risk.</p> <p>The tree management contract has been renewed from April 1st 2020 for 5+5 and incorporates potential uplift to manage a higher number of trees in council ownership.</p> <p>Carry out in-depth audit of non-managed sites to identify costs to service areas.</p> <p>Analysis of all trees is the main task and this takes time to complete. Desktop mapping is completed and trees will need to be assessed. Cabinet report approval means that additional personnel resource is being recruited to undertake the work. Finance work to identify budget to pay for tree maintenance works from landowning departments still needs to be done. Departments were alerted initially Oct 2019.</p> <p>Budget uplift for new contract is proposed to be taken from land owning departments but this needs to be confirmed by finance and departments. Not yet agreed at service level. Relevant service asset managers have been advised.</p> <p>We continue to bring more trees and sites into scope as part of the ongoing work.</p> <p>Carry out in-depth audit of non-managed sites to identify costs to service areas.</p>	1	5	5
Risk Owner: Executive Director Growth and Regeneration, Director Management of Place.	Action Owner: Director Management of Place.	Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.				

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR21: General Data Protection Regulation (GDPR) compliance. If the Council fails to maintain a defensible and compliant response to the Data Protection Act 2018 and General Data Protection Regulation (GDPR) then it will fail to fully comply with its statutory requirements.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Failure to invest in the required systems, equipment and posts required to implement these regulations. • Failure to adequately train staff in the requirements of the regulations. • Lack of resource (capacity or expertise) to manage Subject Access Requests. 	<p>A Steering Group and Working Group is in place. Regular reports continue to be provided to Executive Directors Meetings (EDM's) to ensure that the high-level of engagement and buy-in across all levels of the organisation is maintained. Improved data breach reporting for EDM's.</p> <p>Guidance on GDPR compliance and breach reporting has been published on the Council's intranet (Source).</p> <p>We have an improved PIA process and PIA register.</p> <p>Business Continuity plan has been updated to reflect new Information Governance Service (IG) Service.</p> <p>The Council provides e-learning training for new starters on data protection. Data protection staff have attended training courses to maintain up to date knowledge and expertise.</p> <p>An operational level risk register is maintained and monitored that is being used to track local operational risks further aligning ourselves with best practice.</p> <p>COVID-19 has brought new challenges to Information Governance including new systems and ways of working being rolled out. The team are working closely with relevant services such as ICT to ensure that Information Governance is considered in these changes. Resource has been on boarded to facilitate the continued improvement around Data Protection and ready for the Phase 2 project. This resource will also facilitate capital project support from IG.</p>	↔	2	5	10	<p>We have made significant progress on compliance with the General Data Protection Regulation (GDPR). We are embedding a new Information Governance team, which has brought together existing specialists into a central team to provide advice guidance and support on all related aspects in a more coordinated manner.</p> <p>We are continuing delivery of prioritised objectives to embed GDPR compliance, in this quarter we are working on:</p> <ul style="list-style-type: none"> • Training for offline staff. • Reviewing procurement templates. • Reviewing data protection policies. • Progressing the business case for a privacy management system (with Head of Service and Director). • Implementing a case management system. <p>Targeted training for data protection champions within the Council GDPR Phase 2 project is being scoped and the mandate will be prepared before PM assigned in October.</p>	2	3	6
<p>Risk Owner: Chief Executive, Senior Information Risk Owner (SIRO).</p>	<p>Action Owner: Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO).</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation.</p>						

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR23: Adult and Social Care (ASC) Transformation programme 2020/21-2021/22 (Previously Better Lives Programme)</p> <p>Failure to deliver the required outcomes and savings from the new 2020/21 ASC transformation Programme:</p> <p>Key potential causes are:</p> <p>Wider factors impacting on Demand</p> <ul style="list-style-type: none"> Rapid increased demand and complexity due to COVID-19. Increase of needs due to more health services being delivered in the community without appropriate funding following the patient. Increased complex needs that must be met under the Care Act. <p>Wider factors impacting on Supply</p> <ul style="list-style-type: none"> Financial pressures on an already vulnerable provider market during sustained changes forced on provider during COVID-19. Time to commission an embed genuine alternatives to Tier 3, long term care provision (ECH, Supported living, shared lives). Time to commission and develop genuine alternatives to Tier 3 long term care (Home first, VCSE, reablement for all). Ability to joint fund this supply through the use of the BCF with our health partners working in an Integrated Care System model. <p>Corporate Support and understanding of the programme</p> <ul style="list-style-type: none"> Loss of corporate support priority from business support services or access to appropriate corporate investment to deliver service redesign and transformation effectively. Central pressures on corporate budgets lead to immediate service ‘cuts’ being required rather than being able to make efficiencies through long term transformation programme Support with workforce reform and restructures becomes intractable. Support into ASC to build a knowledge function that can interrogate the data using POWERBI and is allowed to re-profile how departmental spend is viewed and understood using the Care Ladder. 	<p>The key areas of focus have been developed by the DASS and ASC transformation team and have been presented to EDM and CLB in July 2020, as well as to the CEO and Director of Finance during their ‘Deep Dive’ into the ASC budget.</p> <p>All parties have given their support to proceed and are championing the work as a priority part of the wider corporate savings plans.</p> <p>The Director Adult and Social Care is currently going out to Director Management Team / wider staff team meetings to take staff through the same slides that were presented to the CEO and Director of Finance to communicate the scale and priority of this work for the department.</p> <p>The green light for the initial 5 areas of work has been approved and ASC transformation are formalising an action plan built on SMART objectives:</p> <p>5 areas:</p> <ul style="list-style-type: none"> Strength Based Practice and Reviews. In house service reviews. Commissioning and Market position. Knowledge function. <p>Monitoring and Grip (debt recovery).</p> <p>Set up ASC performance transformation board, chaired by Exec Dir People and attended by CEO, Lead member ASC, DASS</p> <p>Board will monitor all transformation activities and impact on budget</p>	<p>↔</p>	2	5	10	<p>The director of transformation has put in place the following:</p> <p>New transformation programme board to be chaired by Executive Director of People.</p> <p>Each work-stream will have a Senior Responsible Officer (SRO) to ensure ownership of progress. This will be at Deputy Director (DD) and Head of Service (HoS) level.</p> <p>Each area will have an Operations and Commissioning lead to ensure alignment and that quality commissioning activity is driven by Operational requirements.</p> <p>The ASC Transformation team will take an overview and be prepared to actively work with leads at the DASS’ request when needed to inject pace, knowledge and provide solutions where there are blockers in the progress/outcomes.</p> <p>The ASC transformation team will oversee corporate business support services input (referred to as the ‘crack’ team), where their expertise in IT, HR, Finance and Legal is needed to assist us programme delivery.</p> <p>Governance will be stripped back and simple, with an action log to monitor progress including risks and issues.</p> <p>Each SRO / HOS will have to attend the programme board once a fortnight, to discuss progress.</p> <p>Progress to be monitored by People Executive Director Meeting and ASC transformation tem programme manager will do the highlight reports to satisfy the PMO demands for clearly reportable progress.</p>	1	5	5
Risk Owner: Director Adult Social Care.	Action Owner: Director Adult Social Care.	Portfolio Flag: Adult Social Care.	Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.						

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level			
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating	
<p>CRR25: Suitability of Line of Business (LOB) systems. The Councils reliance on legacy systems.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Lack of desire to change; systems. • Significant transition activity leads to systems being. Expensive/complex to change. • Lack of understanding of consequences of not changing systems on ICT. • Lack of adherence to Procurement rules in relation to re-procurements. 	Initiated audit of all council Line of Business (LoB) systems.	↔	4	5	20	IT Services continue to highlight risks and shortcomings with systems (in an informal manner) to Heads of Service and Senior Leadership whilst the on-going formal review continues. We continue to work with Information Assurance colleagues in regards to those systems which may perpetuate a Cyber Security or Information Management risk. Ensure that Line of Business (LOB) systems that pose a Cyber Security, Procurement or Resilience/Recovery risk are identified and service areas understand the risks to their services.	2	5	10
Risk Owner: Director, Digital Transformation, Senior Information Risk Owner (SIRO) for Cyber Security. Service Areas for BCP/DR.	Action Owner: Director, Digital Transformation.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level			
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating	
<p>CRR26: IT Resilience. The Councils ability to deliver critical and key services in the event of ICT outages and be able to recover in the event of system and/or data loss.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Poor Business Continuity (BCP) planning and understanding of key system architecture. • Untested Disaster Recovery (DR) arrangements including data recovery. • Untested network reconfiguration to alleviate key location outage. • Untested recovery schedules in terms of order and instructions. • Lack of resilience available for legacy systems (single points of failure - people and technology). • Services undertaking their own IT arrangements outside of the corporate approach. 	<p>Some DR/BCP actions are covered by Future State Assessment (FSA)/ IT Transformation Programme (ITTP).</p> <p>We have moved critical systems to the cloud with more effective DR.</p> <p>Application audit have commenced with a view to highlighting those systems with the highest risk.</p>	↔	2	7	14	<p>We are continuing to review Disaster Recovery (DR) options for any systems which will not be moved to the cloud.</p> <p>Highlighting to service areas where applications may be vulnerable and advising on likely timescales for disruption to enable appropriate BC planning.</p>	2	5	10
Risk Owner: Chief Executive, Director, Digital Transformation, Service Area Leads.	Action Owner: Director, Digital Transformation.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR27: Capital Transport Programme Delivery</p> <p>Management of the overall transport capital programme is key to ensuring we deliver against mayoral priorities in the most cost and time efficient way possible. Failure to do so negatively impacts the council's reputation and finances and makes the council less likely to reduce congestion, air pollution and inequality.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Overspend on individual schemes leading to uncontrollable cost pressures. Underspend on annual profile. Lack of coordination and programme management across divisions. Covid-19. 	<p>Transport Programme Team and Delivery Board established.</p> <p>Shared paperwork and highlight reporting process initiated.</p> <p>Regular briefings and reporting to senior management and cabinet members.</p> <p>5 year capital programme mapping process underway.</p> <p>Regular reviews with directors taking place, workshop carried out to examine governance and further improvements to processes.</p>	↑	3	3	9	<p>COVID-19 lockdown has restricted progress of all non-essential capital programme schemes. This is in part due to the non-essential nature of schemes but also down to the inability to carry out site surveys, engage and consult appropriately and to process TROs. We have restarted processing TROs following revised government guidance. We are also reviewing the whole programme in light of the challenges posed by COVID-19.</p> <p>Working with Transport Planning Team (TPT) and other managers to develop systems further engaging with Directors of Economy of Place and Management of Place, to develop proposals for overall improved management of capital programme and recruitment of appropriate resource levels.</p> <p>We continue to develop Transport Planning Team (TPT), Transport Programme Delivery Board (TPDB) and highlight report processes which are governed by the Growth and Regeneration (G&R) Board (monthly meeting).</p> <p>5 Year mapping ongoing, 2019/20 programme mapped and ongoing.</p> <p>The Emergency Active Travel Fund (EATF) announced by the Department for Transport (DfT) has meant reprioritising resource to deliver cycle schemes and social distancing across the city. This has and will inevitably lead to some profiling and adjustment of the programme. This is ongoing, it is likely that funds can be carried forward to next year and that some funds will be allocated to supporting EATF schemes.</p> <p>All schemes restarted and works progressing well. 6 month review has highlighted schemes that are behind programme and re-profiling taking place currently.</p>	2	5	10
Risk Owner: Executive Director Growth and Regeneration, Director Economy of Place.	Action Owner: Director Economy of Place.	Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.				

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR29: Information Security Management System (ISMS)</p> <p>There is a risk that if the council does not have an Information Security Management System then it will not be able to effectively manage Information Security risks.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Ineffective Information Security Management System, inadequate resources to create and maintain an ISMS, management buy in and support to operate an ISMS. 	<p>We have worked with Information Governance Board (IGB) and ICT on introducing and/or designing an ISMS aligned to ISO 27001.</p> <p>IG team now have an operational level risk register that is being used to track local operational risks further aligning ourselves with best practice.</p> <p>Policies have been created, and a gap analysis conducted. Areas for improvement have been captured.</p>	↔	4	5	20	<p>Information Assurance are continuing to work with ICT and IGB on implementing an Information Security Management System.</p> <p>Plans for implementation, supported by internal audit will be built in to the 21/22 service plan.</p>	1	5	5
Risk Owner: Senior Information Risk Owner (SIRO).	Action Owner: Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO).	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR32: Failure to deliver enough affordable Homes to meet the City's needs. (Previously Failure to deliver 800 affordable Homes per annum to meet Local Housing Need). Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing in the City prove to be ineffective.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Subsidy availability. • Insufficient land available. • Uncertainty in the housing market as a result of Covid-19. • Not enough planning applications submitted. • Not enough permission granted. • Inability of the housebuilding industry to deliver at this level. • Increased uncertainty in the market due to Brexit. • Lack of capacity within the council's delivery system and the local market. <p>Insufficient housing land identified in planning documents.</p>	<p>Established a grant funding programme to subsidise the delivery of affordable homes.</p> <p>Introduced the Affordable Housing Practice Note.</p> <p>Working collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible.</p> <p>Requiring a minimum of 30% affordable housing on land released by the Council.</p> <p>Refer to CRR18 page 10 for full list of interventions.</p>	↔	4	7	28	<p>We are reviewing the impact of Covid-19 on Housing Association and Developer Partners delivery Programmes.</p> <p>Intending to refocus the Housing Delivery Team delivery programme to de-risk sites to create a pipeline of investable development opportunities to bring forward for development once the impact of Covid-19 on the housing market are clearer.</p> <p>Continue to promote the Affordable Housing Grant Funding Programme to maximise the opportunities to deliver affordable housing potentially unlocking stalled sites.</p> <p>Working Closely with Homes England to ensure additional subsidy is secured.</p> <p>Identifying opportunities to acquire additional affordable homes off the shelf.</p> <p>Refer to CRR18 page 10.</p>	3	7	21
Risk Owner: Executive Director Growth and Regeneration, Director Development.	Action Owner: Director Development of Place and Head of Housing Delivery.		Portfolio Flag: Communities.			Strategy Theme: Fair and Inclusive.			

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.

Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR34: Corporate Equalities. The Council does not meet its ambitions or legally required standards for good practice on equality and inclusion. The Council fails to meet its statutory duties under the Equality Act 2010. Key potential causes are:</p> <ul style="list-style-type: none"> Lack of consistent council-wide knowledge on the Public Sector Equality Duty and how to take equalities into consideration. Gaps in available data and analysis to understand potential impacts of decision making. Compliance driven rather than understanding based on good analysis. High turnover of staff resulting in loss of knowledge/institutional memory. Institutional racism and structural inequality in the council, city and society as a whole. Under representation of key demographics in the workforce, particularly within senior roles. 	<p>The Approved new Equality and Inclusion Policy (E&I) and Strategy was published November 2018 and a new budget approved April 2019.</p> <p>The Equality & Inclusion internal governance structure including champions were established in June 2019 and an action plan developed and being disseminated and taken forward.</p> <p>The Head of Equality and Inclusion was appointed January 2019.</p> <p>Equality action plans were produced by all services for 2020/2021 in March 2020.</p> <p>New training was developed and rolled out on Equality Impact Assessments and a new programme developed including eLearning. The processes for addressing EQIAs have been improved and tracking is in place. The temporary Covid-19 EQIA process created and E&I team representation on key working groups in May 2020.</p> <p>The corporate governance reporting structure with TORs/roles for a Strategic E&I Leadership Group, staff led groups and other champions was finalised in Apr 2020. A plan agreed to be assessed in August 2020 under the Local Government Association Framework.</p> <p>Internal communications have been underway to enhance visibility.</p> <p>A new programme of work to embed interventions based on David Weaver's recommendations for BCC was approved by CLB in June 2020.</p> <p>A new definition of anti-Semitism was adopted in March 2020.</p> <p>The Stepping Up programme was re-procured to ensure continuity in June 2020.</p> <p>Bespoke support, advice and risk assessment for BAME and other vulnerable staff in light of Covid-19 was developed and communicated in June 2020.</p> <p>The Equality and Inclusion Annual Progress Report was prepared and dispatched to Full Council in June 2020.</p>	↑	2	5	10	<p>The work of mainstreaming and embedding equality & inclusion is well underway. Good teamwork across Bristol City Council. The two teams with an equality & inclusion focus within Policy, Strategy and Partnerships and Human Resources have now been aligned and are working closely together. However, there is still more to do corporately to tackle institutional racism and improve equality and inclusion practice, an issue brought in to even sharper focus by Covid-19, the global Black Lives Matter movement and the findings of DWC Consulting from their work supporting the council with various HR cases and Staff Led Group relations.</p> <p>The disproportionate impact of Covid-19 on BAME people has been recognised and is managed by a focused race equality group within the council's governance structure for managing the impacts of the pandemic.</p> <p>We are:</p> <ul style="list-style-type: none"> Refreshing the Equality and Inclusion Policy and Strategy. Improving equalities analysis and consideration in changes to policy or practice as a result of Covid-19 Carrying out community engagement to understand more about city's relationship with race equality and people's needs in recovery from Covid-19, particularly in the context of the global focus on race equality. Reviewing and refreshing Service Equality Action Plans for 2021/22. Reviewing the E&I learning and development offer for employees at BCC to ensure that their E&I awareness is improving throughout their employee journey. Obtaining Stonewall feedback on Index entry for 2019/20 - using this feedback for to be used for early submission and create improvement plan ahead of 2021 Index process. Identifying opportunities for positive action in recruitment and/or leadership/stepping-up opportunities for under-represented groups. 	1	5	5
Risk Owner: Director Policy, Strategy & Partnerships.	Action Owner: Director Policy, Strategy & Partnership, Interim Head of Equality and Inclusion.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR35: Organisational Resilience Emerging risks, disruptions and disturbances can threaten the operations and reputation of the Council. Acute shocks and the impact of chronic stresses result in crises which are becoming an everyday occurrence. The landscape in which the council operates is rapidly and continually changing, often unpredictably.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Environmental Hazards. • Economic and Social Change. • Geo-Political Change. • Natural Disasters. • Climate Change. • Health / Disease Risk. • Terrorism. • Cyber-Crime. 	<p>We have been responding to Covid-19 crisis and used experience to test existing plans and processes, plus developed new tactics including Head of Service returns process and wide-spread agile working.</p> <p>We have contributed to Local Resilience Forum level planning and consider risks emerging from National Security Risk Assessment through a regional LRF lens.</p> <p>Implemented the Horizon-scan policy and political environments for coming threats and opportunities, including Brexit contingency planning work.</p> <p>The Brexit Project Board and Recovery Overview and Coordination Board considering practical strategies and mitigations over the winter 2020 period.</p> <p>As an inaugural member of Rockefeller 100 Resilient Cities Network, compiled a Resilience Strategy for Bristol and mainstreamed this in to the One City Plan.</p> <p>Adopted British Standard of Resilience principles in recovery planning / strategy work.</p>	↔	3	7	21	<p>Covid-19 has highlighted this as an area of risk, and whilst overall resilience was good, the organisation may not have been able to function if any other major crises had occurred at the same time. It also had to stop a large swathe of activity to meet demand, which would not have been sustainable in the medium to long term. Whilst any resilience and business continuity planning needs to be proportionate to the level of risk both likelihood and impact, it is vital to take on board lessons learned from Covid-19 and consider how to build more resilience and sustainability in to our systems. Progress is being made, including design of the Service/Business Planning 2021/22 process enabling longer term consideration of the risk and mitigations. Whilst some good progress has been made, such as updating the council's Business Plan 20/21, this has been offset by the continuing Covid crisis, the rising tide of a second wave and a continuing high risk profile against a no-deal transition as Britain's exit of the EU is finalised.</p> <p>We are:</p> <ul style="list-style-type: none"> • Reviewing key strategies within the council's Strategic Framework to consider learning from Covid-19 and to embed resilience principles. • Review the council's overarching ways of working and design principles, including embedding of more agile ways of working. • Updating the Business Continuity Plans as part of annual service planning process to incorporate learning from 2020. • Carrying out workforce planning exercises to predict demand and manage staffing / talent pipeline. • Developing a Strategic Crisis Management Plan to provide high level overview document to sit about existing tactical Incident Management Plan. • Developing a strategic Mayoral forward planning grid charting key stressors and threats alongside opportunities and mitigations. 	2	5	10
Risk Owner: Chief Executive	Action Owner: Director Policy, Strategy & Partnerships	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing				

Page 443

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR36: SEND Delivery of the recovery plan with agreed priorities and actions and clear milestones forming the Written Statement of Action (WSOA) following the SEND local area OFSTED inspection in October 2019.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Covid-19 delaying ability to complete actions. • Increasing demands for services out weighing current capacity to clear the backlog on statutory assessments. • Judicial Review or similar legal actions causing attention to be diverted from BAU. 	<p>We are working in partnership with parent/carers, key partners including social care, health and schools to develop the Written Statement of Action, which is the comprehensive improvement plan for addressing the five priorities.</p> <p>Scrutiny SEND Deep dive (Evidence Day) 3 February 2020.</p> <p>WSOA was formally approved by Ofsted and CQC - April 2020.</p> <p>We have invested in priority areas - Appointed new staff in SEND and EP team. Refocussed the work of the team.</p> <p>We have developed an Accessible City team.</p>	↔	2	5	10	<p>We are working with stakeholders and partners across the local area to improve services through the WSOA. The WSOA has a governance route and performance will be monitored by the SEND partnership group monthly and Children's Improvement Board bi-monthly.</p> <p>Following the July 2020 formal monitoring visit from the Department of Education and NHS England further visits are planned for November 2020 and March 2021. A re-inspection visit is scheduled for Autumn 2021.</p>	1	5	5
Risk Owner: Executive Director People, Director Education and Skills.	Action Owner: Director Education and Skills	Portfolio Flag: Education and Skills.			Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing				

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR37: Homelessness The risk that homelessness and the subsequent cost of providing emergency short term accommodation will continue to rise.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • The ending of the eviction ban on 23 August 2020. • Economic impact of COVID-19, unemployment rising leading to an increase in evictions from private rented tenancies. • COVID 19 and lockdown leading to an increase in mental health issues, family relationship breakdown and domestic violence & abuse. 	<p>Launched Change for Good. A multi-agency partnership Sponsored by Bristol City Council, BNSSG CCG, Golden Key Bristol. Aim to change how agencies work together to support people with complex needs...starting with homelessness.</p> <p>Continuing to progress the One City move on project, which has clear links to above.</p> <p>BCC Submitted a bid to MHCLG next steps funding to increase the availability of supported move on accommodation for people who sleep rough. We have secured £1.9 million for our emergency response. We are waiting for announcement on capital and long term revenue funding.</p> <p>We have worked with the advice sector in Bristol to promote their services with a message to Bristol citizens to make contact early for support.</p> <p>There has been a significant increase in Discretionary Housing Payments budget (Held by the Housing Benefits service), which can make payments to landlords to enable tenancies to be sustained and homelessness prevented.</p> <p>We have been working closely with commissioners of domestic abuse services and providers to support move on from refuge accommodation.</p>	↔	4	5	20	<p>Ongoing work with the broader homelessness sector, advice agencies and key partners to develop proposals and opportunities to work collaboratively around early intervention and prevention of homelessness.</p> <p>We are progressing the Move On Project. Bringing on line the new supported move on accommodation that will be approved by MHCLG.</p> <p>Working with partners to progress the Change for Good initiative and associated projects.</p> <p>Continuous engagement with Homes England on supported move on options to feed into the subsequent tranches of Next Steps bid opportunities.</p>	3	5	15
<p>Risk Owner: Executive Director Growth and Regeneration, Director Housing.</p>	<p>Action Owner: Director Housing.</p>	<p>Portfolio Flag: Housing.</p>			<p>Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>				

Corporate Risk Register as at September 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR39: Adult and Social Care major provider/ supplier failure Failures or closures in the supply chain mean insufficient supply to source adequate appropriate support and meet Care Act needs.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Major national care home provider goes into liquidation or starts to sell care homes. • Major local provider/unable to meet demand due to recruitment / workforce/ or organisational issues. • Major providers become financially unsustainable due to economic context. <p>Covid-19 additional costs and pressures on market arising from experience impact on supply</p>	<p>Multi agency support for providers to address impact of pandemic. Regular review of supply and sustainability issues part of weekly SITREP provided by commissioning. Strong contract and performance management including quarterly corporate reporting. Financial sustainability process provides evidenced understanding of issues for strategically important providers. Work on managing market prices based on open book cost of care processes.</p>	New	2	7	14	<p>Business cases reviewing appropriate investment to ensure supply key provision. Leading role in work across BNSSG re provider market. Continuing other work with providers, including use of infection control monies. Support VCSE to work alongside formal supply. Following internal audit reviewing provider collapse processes.</p> <p>This is a lie issue and will be impacted by COVID outbreak. The risk will be reassessed in coming weeks.</p>	2	7	14
<p>Risk Owner: Executive Director People, Director Adult Social Care.</p>	<p>Action Owner: Director Adult Social Care.</p>	<p>Portfolio Flag: Adult Social Care.</p>			<p>Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>				

Corporate Risk Register as at September 2020 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>OPP1: One City Approach. The One City Approach will offer a new way to plan strategically with partners as part of a wider city system.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> • Mayoral aspiration and widespread partner sign-up to the principle. • Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan. 	<p>Published in October 2020 the One City Economic Recovery and Renewal Strategy. In June 2020 published the One City Economic Renewal Statement of Intent. We have funded the core City Office staff team.</p> <p>We appointed to the Head of City Office role, 2x Operational and Stakeholder Engagement Managers, a SDG Coordinator and a sequence of interns, work experience and external offers of resourcing to support the initiatives. We have established all One City Boards.</p> <p>Aligned internal resourcing for One City Plan development with our review of Partnership Policy (see RDRR7) to ensure a joined-up approach.</p> <p>Established the leadership framework with a regular meeting pulse and associated governance mechanisms. We have launched the One City Plan refreshed 2020 version in January 2020.</p> <p>As part of the response to Covid-19, a One City Approach has been used to coordinate a 'One City' response, helping to bring together leaders from key city institutions around shared priorities, using relationships developed through the work of the City Office to improve stakeholder engagement and communications.</p>	↔	3	7	21	<p>Due to Covid-19, the potential for local sponsorship for the City Office is likely reduced; there may however be other funding opportunities available at a national or international level</p> <p>Have implemented the citywide governance structure including establishing the Economy Board, Environment Board and the associated city Climate Advisory Committee. All boards have now met and are refreshing their contributions to the One City Plan.</p> <p>The City Office has engaged a sponsorship expert to scope potential opportunities for future funding. Project activity will also be supported by the 100,000 Euros awarded to One City as a prize-winner for European Capital of Innovation.</p> <p>Developed the One City Economic Recovery and Renewal Strategy.</p>	4	7	28
Risk Owner: Director Policy, Strategy and Partnerships.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Mayor.			Strategy Theme: Our Organisation.				

Corporate Risk Register as at September 2020 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>OPP2: Corporate Strategy. The approved Corporate Strategy presents an opportunity to fundamentally refresh and strengthen our business planning, leadership and performance frameworks.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> • Approved Corporate Strategy provides the foundation and direction for the organisation. 	<p>We have approved and adopted the Corporate Strategy, Business Plan 20/21 and Performance Framework 20/21 through appropriate Decision Pathways. We adapted and created a Covid recovery edition.</p> <p>Re-launched and completed 'My Performance' reviews for all colleagues including annual objective setting linked to the Corporate Strategy and Business Plan 20/21.</p> <p>Designed and launched an integrated business planning approach for 2021/22, linking financial planning, service planning, equality action plans, strategy alignment, risk management and performance management.</p> <p>Completed six-monthly performance reviews in ITrent.</p> <p>We refined our process again in light of lessons learnt from 2020/21. This was launched formally in Sept/Oct 2020.</p>	↔	4	7	28	<p>Running an integrated business planning approach for 2021/22 linking financial planning, and service planning and performance management.</p> <p>Continuing to capture performance on ITrent. Adapting the tool for improvements.</p>	4	7	28
Risk Owner: Director Policy, Strategy and Partnerships.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Page 44 of 45

Corporate Risk Register as at September 2020 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>OPP3: Devolution. Should the potential arise for opportunities from a region’s devolving, second devolution deal that could lead to an opportunity to align the Council’s corporate priorities and strengthen regional partnership working.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> • Potential development of second devolution deal. 	<p>We have continued engagement with West of England (WECA) and submitted individual and joint responses to the Spending Review consultation. Uncertainty exists around long term government funding and approach. The planned devolution white paper has been delayed.</p> <p>The government has publicly committed to the Western Gateway. The Western Gateway - a cross-border, cross-sector partnership akin to the Northern Powerhouse or Midlands Engine - has formally developed following a Governance review and establishment of a Partnership Board.</p>	↔	3	5	15	<p>We are engaging with HM Government and WECA as well as working alongside other combined authorities and core cities on potential devolution options. There are risks that devolution takes a different turn following Covid-19 pandemic.</p> <p>We are engaging with the BEIS Select Committee’s Levelling Up/Devolution Inquiry through both BCC and Western Gateway.</p> <p>We will continue to engage with WECA at strategic level.</p> <p>We will continue to engage with HM Government on devolution opportunities, following up on specific spending review asks and engagement on the development of the Western Gateway.</p> <p>We have commissioned an Independent Economic Position Statement for the Western Gateway and recruiting to Secretariat resource. We will continue to engage partners and HM Government on this project.</p>	3	7	21
Risk Owner: Chief Executive.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Page 44 of 49

Corporate Risk Register as at September 2020 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>OPP4: Brexit. If exiting the European Union provides benefits, such as increased domestic concentration of power, this may lead to opportunities for this to be harnessed at a local or regional level.</p> <p>Key potential causes for enhancing and exploiting:</p> <ul style="list-style-type: none"> • Exiting the European Union. 	<p>BCC published a No Deal Impact Assessment and established a Brexit Project Board to manage the council’s preparedness. The opportunity score reflects the highest opportunity score as set out in the No Deal Impact Assessment. Preparing for Brexit outcomes post-transition phase. Q2 2019.</p> <p>Established a city Brexit Response Group and met since 2016.</p> <p>Met Michel Barnier in Brussels with the Core Cities.</p> <p>Been monitoring the environment; including news of threats from large local employers of leaving UK.</p> <p>Collaborated on draft Inclusive Economic Growth Strategy and Local Industrial Strategy.</p> <p>Participating in MHCLG events and national working group of local authority representatives.</p> <p>We continue to work with Core Cities and M8 leaders on concerted joint efforts.</p> <p>We have formed a Brexit Project Board for internal preparedness and provided fortnightly updates to all Members on preparedness work.</p> <p>We have agreed terms of reference for a Brexit Coordination Group to manage daily operations in the event of a No Deal exit.</p>	↔	1	5	5	<p>Given current state of play, we are increasing activity to reflect potential threats. We are working with the Avon and Somerset Local Resilience Forum (ASLRF) on a task and finish group to assess scenario now, and inter-relationship between leaving the EU, Covid and winter and other pressures.</p> <p>We are monitoring the issue on an ongoing basis. We have further meetings of Bristol Brexit Response Group and Brexit Project Board.</p> <p>Continued monitoring of external environment and government relations.</p> <p>Promoting the Western Gateway as a post-Brexit opportunity to invest in the region and city.</p>	1	5	5
Risk Owner: Chief Executive.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Corporate Risk Register as at September 2020 – External / Civil Contingency Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>BCCC1: Flooding.</p> <p>There could be a risk of damage to properties and infrastructure as well as risk to public safety from flooding which may be caused by a tidal surge, heavy rainfall and river flood events.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Tidal surge, heavy rainfall, and river flood events. Impact of climate change. Lack of effective flood defences and preparedness for major incidents. Failure of existing flood defences. 	<p>The Avon and Somerset Local Resilience Forum (LRF) is a partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset and South Gloucestershire.</p> <p>Work has started with the Environment Agency and South Gloucestershire Council to construct new sea defences in Avonmouth and Severnside.</p> <p>Technical studies have been undertaken to develop a strategy for managing the risk of flooding from the river Avon to the city centre over the next century. The leading strategic approach is to construct new defences and / or raise the level of existing defences along the banks of the river Avon. The strategy is currently out to consultation until 20th December.</p> <p>Working with emergency services, local authorities and other agencies to develop flood response plans and procedures, investigating instances of flooding, training specialist staff in swift water rescue techniques, communicating with housing and business developers to incorporate flood protection into new developments. It provides guidance to members of the public about flooding, including flood warnings and what people can do to help themselves, regular maintenance and clearing programs of gullies and culverts, especially in the event of storm warnings.</p> <p>Bristol has in place a local Flood Risk Management Strategy which comprises of 5 key themes and 43 separate actions in line with Environment Agency's national strategy.</p>	↔	3	5	15	<p>There is sustained resourcing and delivery of all actions in LFRMS over life of strategy. Strategy includes the following key projects and objectives:</p> <ul style="list-style-type: none"> Working in partnership with the Environment Agency to complete and deliver the Bristol Avon Flood Strategy to protect the city centre, including allowances for climate change. Working in partnership with South Gloucestershire and the Environment Agency to deliver a flood scheme to help protect Avonmouth Village and the Enterprise Area from tidal flooding, including allowances for climate change. Actively managing flood risk infrastructure. Ensuring development is sustainable, seeks to reduce flood risk and includes consideration to climate change. 	3	3	9
<p>Risk Owner: Executive Director Growth and Regeneration, Director Economy of Place.</p>	<p>Action Owner: Director Economy of Place, Flood Risk Engineer.</p>	<p>Portfolio Flag: Energy, Waste and Regulatory Services.</p>	<p>Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>						

Corporate Risk Register as at September 2020 – External / Civil Contingency Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>BCCC2: Brexit</p> <p>The risk that Brexit (and any resulting 'deal' or 'no deal') will impact the local economy, local funding and delivery of council services, and that uncertainty around Brexit could impact our ability to accurately assess or plan for potential positive or negative outcomes.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Exiting the European Union. • Lack of agreed Trade Deal and/or a defined permanent future relationship with the EU. • Unprecedented and complex national / international process. • Lack of planning by the authority. 	<p>We have established and operated a city-wide Bristol Brexit Response Group.</p> <p>Working with Core Cities and M8 leaders on concerted joint efforts, including meeting Michel Barnier.</p> <p>Collaborated on draft Inclusive Economic Growth Strategy and Local Industrial Strategy.</p> <p>Developed a BCC Brexit No Deal Scenario Assessment to inform action planning, and then refreshed it in Q2 2019/20.</p> <p>Participation in MHCLG events and national working group of local authority representatives.</p> <p>Formed Brexit Project Board to take forward preparedness actions and met consistently to drive progress.</p> <p>Agreed funding for key areas for mitigation work.</p> <p>Established TOR for a Brexit Coordination Group to manage daily activity in a No Deal scenario (Jan 2019) and tested (Mar 2019).</p> <p>Established regular meeting of Brexit Lead Officers from neighbouring authorities and WECA to share approaches and best practice Sep 19.</p> <p>Established regular meetings of Brexit Lead Officers from neighbouring authorities and WECA to share approaches and best practice. (Sep 19). 'Dry run' of Brexit Coordination Group ahead of 31 October original deadline; with learning informing future arrangements as required. (Oct-19).</p>	↔	3	7	21	<p>The General Election result in December 2019 led to a vote in Parliament to leave the EU. The transition phase is due to last until end of December 2020. We are monitoring developments concerning Brexit since the Covid-19 crisis broke. As this is an external risk, it is challenging to assess, and is changing very frequently. The EU/UK talks continue. It was anticipated that a deal would need to be in place by 15 October 2020, for all sides to ratify ahead of the end date of the transition period of 31 December 2020. This did not happen but talks continue at the time of writing seems unlikely. We continue to run a formal Brexit Project Board to ensure preparedness for any Brexit outcome following the transition and work has been carried out on actions which can be taken in any future scenario. This is monitored by the Project Board (which meets on a regular monthly basis). The risk rating remains high due to ongoing national uncertainty and on the basis of the highest score in the council's No Deal Scenario Assessment.</p> <p>We continue to:</p> <ul style="list-style-type: none"> • Monitoring Brexit developments and the transition phase following final Parliamentary vote to leave the EU. • Continued internal Brexit Project Board, as required, to oversee BCC preparedness and respond with agility to changing circumstances. • Continued monitoring of external environment and government relations. • Continue engagement with all relevant government departments and partners to ensure sectoral/organisation risks are communicated and mitigations proactively suggested. • Continue to meet with neighbouring Brexit Lead Officers and plan further actions together, including shared initiatives. <p>Review governance of Brexit response groups to avoid any duplication with similar 'Command and Control' arrangements relating to Covid-19.</p>	2	5	10
Risk Owner: Chief Executive, Director Policy, Strategy and Partnerships.	Action Owner: Director Policy, Strategy and Partnerships.		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.			

Corporate Risk Register as at September 2020 – External / Civil Contingency Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>BCCC3: COVID-19</p> <p>A failure to respond and recover effectively to the Covid crisis will jeopardise the delivery of statutory duties across the Council, put the lives and welfare of staff and service users at risk, create additional social anxiety, cause unnecessary expense, undermine Council finances and severely damage the Council's reputation.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Staff sickness, absence and bereavement. • Surges in demand in key service areas, particularly social care, safeguarding, housing, community engagement, hardship, public health and civil protection. • A lack of personal protective equipment for staff and providers. • Increased social anxiety and community tension. • Failure of key providers and contractors. • A lack of management control and oversight associated with home working. • Failure to identify and seize opportunities. 	<p>The Council has moved at pace to change the way that it works across every Directorate and Service area:</p> <ul style="list-style-type: none"> • The response to Covid is managed through the Outbreak Management Group, Chaired by the Director of Public Health • The Local Engagement Board and Health protection Committee have been established • Work to support the most vulnerable is ongoing • Work to enforce Covid regulations is ongoing • PPE supply chains have been stabilised and made more resilient • Additional body storage capacity has been realised • The organisation has established remote working practice wherever possible • Buildings have Covid secure risk assessments in place • 3 Recovery Workstreams have been established – Community and People, Economy and Business and Organisational Change • Recovery Objectives are being monitored and managed through EDMs • Learning from the first wave informs our ongoing response 	↔	4	7	28	<ul style="list-style-type: none"> • As infections rise again, we have escalated internally and formed a 'Gold' Group chaired by CEX. • Close work with Health Partners and Avon and Somerset Resilience Forum continues. • Communication to partners, businesses and citizens continues. <p>We continue to understand the ongoing Covid response and recovery in the context of the wider risk landscape of Brexit, winter pressures and the possibility of an unrelated concurrent emergency.</p>	2	7	14
Risk Owner: CLB (For discussion at G&R EDM).	Action Owner: Director Resilience (For discussion G&R EDM).		Portfolio Flag: Corporate wide.			Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.			

Threat Risk Performance Summary				Quarter 4 Jan – Mar 19/20		Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21	
Page	Risk ID	Risk	Risk Owner	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
16	CRR32	Failure to deliver enough affordable Homes to meet the City's needs	Executive Director Growth and Regeneration Director Development of Place	3x7=21	New	4x7=28	↓	4x7=28	↔				
8	CRR12	Failure to deliver suitable emergency planning measures, respond to and manage emergency events when they occur	Executive Director Growth and Regeneration Head of Paid Service, Director Management of Place and Civil Protection Manager	2x7=14	↔	2x7=14	↔	3x7=21	↓				
4	CRR5	Business Continuity and Council Resilience	Executive Director Growth and Regeneration Chief Executive	2x5=10	↔	2x7=14	↓	3x7=21	↓				
1	CRR1	Long Term Commercial Investments and Major projects Capital Investment	Executive Director Growth and Regeneration and Executive Director Resources and S151 Officer	3x7=21	↓	3x7=21	↔	3x7=21	↔				
18	CRR35	Organisational Resilience	Director Policy, Strategy & Partnerships			3x7=21	New	3x7=21	↔				
9	CRR13	Financial Framework and MTFP	Chief Executive and Director of Finance (S151 Officer)	4x7=28	↓	4x7=28	↔	3x7=21	↑				
3	CRR4	Corporate Health, Safety and Wellbeing	Chief Executive and Corporate Leadership Board (CLB) Director of Workforce Change	2x7=14	↔	2x7=14	↔	4x5=20	↓				
6	CRR9	Safeguarding Vulnerable Children	Executive Director People Director Children's and Families Services	2x7=14	↔	2x7=14	↔	3x7=21	↓				
7	CRR10	Safeguarding Adults at Risk with Care and support needs	Executive Director People Director Adult Social Care	2x7=14	↔	2x7=14	↔	3x7=21	↓				
19	CRR37	Homelessness	Executive Director Growth and Regeneration Director Housing			4x5=20	New	4x5=20	↔				
5	CRR6	Fraud and Corruption	Chief Executive and Director of Finance (S151 Officer)	4x5=20	↓	4x5=20	↔	4x5=20	↔				
15	CRR29	Information Security Management System	Senior Information Risk Owner (SIRO)	4x5=20	↔	4x5=20	↔	4x5=20	↔				
14	CRR25	Suitability of Line of Business Systems (LOB)	Director, Digital Transformation, Senior Information Risk Owner (SIRO) for Cyber Security. Service Areas for BCP/DR.	4x5=20	↔	4x5=20	↔	4x5=20	↔				
6	CRR7	Cyber-Security(Previously Cyber-Attack)	Chief Executive, Senior Information Risk Owner (SIRO)	3x7=21	↔	4x5=20	↑	4x5=20	↔				
10	CRR18	Failure to deliver enough homes to meet the City's needs.	Executive Director Growth and Regeneration Director Development of Place.	3x5=15	↓	3x5=15	↔	3x5=15	↔				
11	CRR19	Tree Management	Executive Director Growth and Regeneration	3x5=15	↔	3x5=15	↔	3x5=15	↔				
19	CRR39	Adult and Social Care major provider/ supplier failure	Executive Director People Director Children's and Families Services					2x7=14	New				
14	CRR26	ICT Resilience	Chief Executive, Director Digital Transformation, Service Area Leads.	2x7=14	↔	2x7=14	↔	2x7=14	↔				
10	CRR15	In-Year Financial Deficit	Director of Finance (S151 Officer)	4x3=12	↓	4x3=12	↔	4x3=12	↔				
12	CRR21	General Data Protection (GDPR) Compliance	Senior Information Risk Owner (SIRO)	2x5=10	↔	2x5=10	↔	2x5=10	↔				
18	CRR36	SEND	Executive Director People Director Education and Skills			2x5=10	New	2x5=10	↔				
13	CRR23	Adult and Social Care (ASC) Transformation programme 2020/21 – 2021	Executive Director People Director Adult Social Care			2x5=10	New	2x5=10	↔				
17	CRR34	Corporate Equalities	Director Policy, Strategy & Partnership			2x7=14	New	2x5=10	↑				
2	CRR2	Asbestos	Chief Executive and Corporate Leadership Board (CLB) Director of Workforce Change	2x7=14	↔	2x7=14	↔	2x5=10	↑				
15	CRR27	Capital Transport Programme Delivery	Executive Director Growth and Regeneration Director Economy of Place	4x5=20	↓	4x5=20	↔	3x3=9	↑				

Risk Performance Summary for Opportunity risks				Quarter 4 Jan – Mar 19/20		Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21	
Page	Risk ID	Risk	Risk Owner	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
19	OPP2	Corporate Strategy	Director Policy, Strategy and Partnerships	4x7=28	↔	4x7=28	↔	4x7=28	↔				
19	OPP1	One City	Director Policy, Strategy and Partnerships	3x7=21	↔	3x7=21	↔	3x7=21	↔				
20	OPP3	Devolution	Director Policy, Strategy and Partnerships	3x5=15	↔	3x5=15	↔	3x5=15	↔				
20	OPP4	Brexit	Director Policy, Strategy and Partnerships	1x5=5	↔	1x5=5	↔	1x5=5	↔				

Risk Performance Summary for External and Civil Contingency risks				Quarter 4 Jan – Mar 19/20		Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21	
Page	Risk ID	Risk	Risk Owner	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
22	BCCC3	COVID -19	Executive Director Growth and Regeneration Director Management of Place	4x7=28	New	4x7=28	↔	4x7=28	↔				
22	BCCC2	Brexit	Chief Executive Director Policy, Strategy and Partnerships.	3x7=21	↓	3x7=21	↔	3x7=21	↔				
21	BCCC1	Flooding	Executive Director Growth and Regeneration Director Economy of Place	3x5=15	↔	3x5=15	↔	3x5=15	↔				

Risk Performance Summary closed / replaced / de-escalated risks				Quarter 4 Jan – Mar 19/20		Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21	
Status	Risk ID	Risk	Risk Owner	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
Replaced	CRR23	Better Lives Programme	Executive Director People Director Adult and Social Care	3x7=21	Closed	Risk revisited and replaced by Adult and Social Care (ASC) Transformation programme							
Closed	CRR33	Failure to Deliver Joint Spatial Plan (JSP).	Executive Director Growth and Regeneration Director Development of Place	4x5=20	Closed	The JSP is no longer proceeding and plans are progressing for a Mayoral Spatial Development Strategy.							
De-escalated	CRR38	City Leap	Executive Director Growth and Regeneration Director Management of Place			4x5=20	New	2x7=14	↑	De-escalation to G&R Directorate Risk Report			
De-escalated	CRR24	Procurement and Contract Management failure to deliver value for money	Director of Finance (S151 Officer).	3x5=15	↔	2x5=10	↑	2x5=10	↔	De-escalation to Resources Directorate Risk Report			
De-escalated	CRR31	Failure to deliver the council's Climate Change commitments impeding achievement of a carbon neutral and climate resilient city	Executive Director Growth and Regeneration Director Development of Place	4x5=20	New	2x7=14	↑	1x7=7	↑	De-escalation to G&R Directorate Risk Report			
De-escalated	CRR22	Partnerships Governance	Director Policy, Strategy & Partnerships	2x3=6	↔	2x3=6	↔	2x3=6	↔	De-escalation to Resources Directorate Risk Report			
De-escalated	CRR30	Failure to deliver Bristol City Council's wider Clean Air Plan. Communication/engagement with stakeholders does not result in sufficient behavioural change (excluding traffic clean air zone)	Executive Director Growth and Regeneration Director Development of Place	2x3=6	↔	1x3=3	↑	1x3=3	↔	De-escalation to G&R Directorate Risk Report			

Risk Scoring Matrix

		Threat Impact (Negative risks)					Opportunity Impact (Positive Risk)						
Threat Likelihood	Almost certain	4	4 (Low)	12 (Medium)	20 (High)	28 (Critical)	28 (Significant)	20 (High)	12 (Medium)	4 (Low)	4	Almost certain	Opportunity Likelihood
	Likely	3	3 (Low)	9 (Medium)	15 (High)	21 (High)	21 (High)	15 (High)	9 (Medium)	3 (Low)	3	Likely	
	Unlikely	2	2 (Low)	6 (Medium)	10 (Medium)	14 (High)	14 (High)	10 (Medium)	6 (Medium)	2 (Low)	2	Unlikely	
	Rare	1	1 (Low)	3 (Low)	5 (Medium)	7 (Medium)	7 (Medium)	5 (Medium)	3 (Low)	1 (Low)	1	Rare	
			1	3	5	7	7	5	3	1			
			Minor	Moderate	Major	Critical	Exceptional	Significant	Modest	Slight			

Threat Level	Opportunity Level	Level of Risk	Actions Required
1-4	1-4	Low	May not need any further action / monitor at the Service level.
5-12	5-12	Medium	Action required, manage and monitor at the Directorate level.
14-21	14-21	High	Must be addressed - if Directorate level consider escalating to the Corporate Risk Report, if Corporate consider escalating to the Cabinet Lead.
28	28	Critical / Significant	Action required - escalate if a Directorate level risk, escalate to the Corporate Level, if Corporate bring to the attention of the Cabinet Lead to confirm action to be taken.

Current and Tolerance risk ratings: The 'Current' risk rating for both threats and opportunities refer to the current level of risk taking into account any strategies to manage risk - management actions, controls and fall back plans already in place. The 'Tolerance' rating represents what is deemed to be a realistic level of risk to be achieved once additional actions have been put in place. On some occasions the aim will be to contain the level of the risk at the current level.

Positive Risks (Opportunities): Where the risk is an opportunity, a cost benefit analysis is required to determine whether the opportunity is worth pursuing, guided by the score for the matrix, e.g. an opportunity with a score of 28 would be pursued as it would offer considerable benefits for little risk.

LIKELIHOOD AND IMPACT RISK RATING SCORING**Likelihood Guidance**

Likelihood	Likelihood Ratings 1 to 4			
	1	2	3	4
Description	Might happen on rare occasions.	Will possibly happen, possibly on several occasions.	Will probably happen, possibly at regular intervals.	Likely to happen, possibly frequently.
Numerical Likelihood	Less than 10%	Less than 50%	50% or more	75% or more

Severity of Impact Guidance (Risk to be assessed against all of the Categories, and the highest score used in the matrix).

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area. Effect may require considerable /additional resource but will not require a major strategy change.	Extremely severe service disruption. Significant customer opposition. Legal action. Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The Council risks 'special measures'. Officer / Member forced to resign.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
Financial Loss / Gain	Under £0.5m	Between £0.5m - £3m	Between £3m - £5m	More than £5m
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management (Including developing commercial enterprises)	Minor delays and/or budget overspend but can be brought back on schedule with this project stage. No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends. No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends. Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project. Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation. Dissatisfaction reported through council complaints procedure but contained within the council. Local MP involvement. Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through council complaints procedure. Higher levels of local or national interest. Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national and potentially international media attention. Viral social media or online pick-up. Public enquiry or poor external assessor report.